

## Office Memorandum • UNITED STATES GOVERNMENT

TO : MR. GLAVIN  
 FROM : N. P. CALLAHAN  
 SUBJECT: TIME TABLES

DATE: May 12, 1951

Tolson  
 Ladd  
 Clegg  
 Glavin  
 Nichols  
 Rosen  
 Tracy  
 Harbo  
 Belmont  
 Mohr  
 Tele. Rm.  
 Nease  
 Gandy

With reference to the attached memorandum from the Director indicating that the Director's Office time tables have not been kept up to date because of negligence of the Chief Clerk's Office, and on which the Director has noted, "Is there no way to take care of such matters without me having to personally check," I wish to advise as follows.

The Property Unit of the Chief Clerk's Office maintains a file of airline and railroad schedules. I have discussed with the employee handling this file, [ ] the circumstances surrounding the maintaining of this file in an up to date manner. With specific reference to the time change which went into effect on April 29, 1951, you are advised that this employee was aware of the time change and made efforts to obtain up to date time tables through our usual sources of supply.

A list of the time tables maintained in the Director's Office was furnished the employee handling the maintenance of these time tables by an employee of Mr. Nease's Office. However, the employee of the Property Unit failed to call to the attention of [ ] the Clerical Supervisor, or myself the fact that any difficulties were being encountered in connection with the obtaining of such time tables. I had not had an opportunity to check the schedules recently and offer no excuses or alibis for the current occurrence.

I recommend that [ ] receive a letter of caution for not having called this matter to the writer's attention at an earlier date so that the Bureau's file on time tables could be maintained in an up to date manner. I further recommend that [ ] receive a letter of caution for not having personally followed this employee closer, which would have disclosed the delinquency in this file, and I recommend that I receive a letter for my own failure in not having had full knowledge of this matter.

I agree - There is no excuse for such sloppy handling

NPC:abc

no need of this. What is needed is just better supervision -

K

80001-1169  
 5/17/51

## Office Memorandum • UNITED STATES GOVERNMENT

TO : MR. TOLSON *Wm*  
 FROM : W. R. GLAVIN *W.R.G.*  
 SUBJECT: PERSONNEL ADVANCEMENT *Chief Clerk's Office*

DATE: May 2, 1951

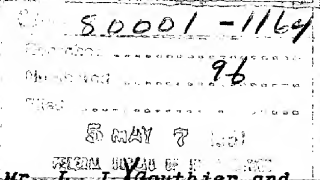
Tolson \_\_\_\_\_  
 Ladd \_\_\_\_\_  
 Clegg \_\_\_\_\_  
 Glavin \_\_\_\_\_  
 Nichols \_\_\_\_\_  
 Rosen \_\_\_\_\_  
 Tracy \_\_\_\_\_  
 Harbo \_\_\_\_\_  
 Belmont \_\_\_\_\_  
 Mohr \_\_\_\_\_  
 Tele. Room \_\_\_\_\_  
 Nease \_\_\_\_\_  
 Gandy \_\_\_\_\_

With reference to the recent request concerning Special Agent personnel who could be recommended for advancement in the Bureau's service, I wish to again point out the following Special Agent personnel assigned to the Administrative Division who could be considered for such advancements:

Mr. N. P. Callahan

Mr. W. E. Clark  
 Mr. C. R. Davidson  
 Mr. H. L. Edwards  
 Mr. J. E. Edwards  
 Mr. R. C. Gresham  
 Mr. A. P. Gunsser  
 Mr. W. S. Hyde  
 Mr. H. V. Kennedy  
 Mr. W. E. Leishear  
 Mr. T. F. Ring  
 Mr. W. S. Tavel

Mr. C. L. Trotter  
 Mr. T. D. Webb



I also again wish to point out that Mr. L. J. Gauthier and Mr. R. C. Renneberger possess basic qualifications for further advancement in the Bureau, however, they are best serving the Bureau in their present positions and I do not feel that it would be to the advantage of the Bureau to make a change in their assignments at this time.

I have a number of new supervisory Agents in this Division at this time, however, they have not been assigned here a sufficient period of time to definitely make any recommendation concerning them. Such recommendations will be made when it is felt that they have developed sufficiently in this Division to warrant such recommendations.

WRG:JC

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 b7c

Mr. Tolson

March 29, 1951

H. H. Clegg

[REDACTED]  
SPECIAL AGENT (E)  
NEW AGENTS' CLASS # [REDACTED]  
EOD [REDACTED]

15

This Special Agent who entered on duty [REDACTED] was for about a year in [REDACTED] and for awhile in [REDACTED] a clerical employee in the [REDACTED] Section of the Bureau. He was interviewed by Mr. W. P. Callahan, who recommended him favorably, and he has been endorsed by Congressman Carroll Reede. For the past few years he has been teaching school and continuing his studies, looking toward a Master's Degree, at the University of Tennessee.

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Special Agent [REDACTED] Class Instructor, reported this trainee's appearance below average, that his complexion was poor, he looked somewhat "pop-eyed," and he is very talkative, seemingly trying to impress others with his knowledge. Special Agent [REDACTED] Class Counselor, reported that this trainee does not make an impressive appearance, being short, stocky and having bulging eyes. Supervisor [REDACTED] reports this trainee makes a poor physical appearance, he is not imposing, and he walks with a swinging gait which is not attractive.

SAC Newby advises that this trainee talks too much, to the point of having a boring personality, and that he does not create a very good impression, and he recommends that his resignation be obtained.

Inspector K. R. McIntire advises that this trainee does not look like a Special Agent, he talks too much, goes into great detail in his conversations, and has an unfortunate personal appearance. He recommended that his resignation as a Special Agent be obtained.

This week the trainee failed to pass the Manual of Rules and Regulations examination, having made a grade of 83 per cent. He is not particularly impressive as far as appearance or personality is concerned. I told him that I would recommend that his resignation as a Special Agent be obtained, and he inquired if he might be considered for some other position in the Bureau, and he was sent to the Personnel Office for an interview along this line.

Tolson \_\_\_\_\_  
Ladd \_\_\_\_\_  
Clegg \_\_\_\_\_  
Glavin \_\_\_\_\_  
Nichols \_\_\_\_\_  
Rosen \_\_\_\_\_  
Tracy \_\_\_\_\_  
Harbo \_\_\_\_\_  
Belmont \_\_\_\_\_  
Mohr \_\_\_\_\_  
Tele. Room \_\_\_\_\_  
Nease \_\_\_\_\_  
Gandy \_\_\_\_\_

HHC:IGS

16  
13

RECOMMENDATION:

That his resignation as a Special Agent be obtained, particularly in view of his having failed to pass the Manual of Rules and Regulations Examination, and if he desires an appointment to any available position for which he is qualified as a clerk, it is recommended that he be favorably considered with the understanding that he recognizes his lack of qualification for the position of Special Agent.



April 11, 1951

Mr. Nicholas F. Callahan  
Federal Bureau of Investigation  
Washington, D. C.

Dear Sir:

In January of 1951, you interviewed and favorably recommended [redacted] for the position of Special Agent Employee. [redacted] was subsequently tendered an appointment and entered on duty as an Agent on March 12, 1951.

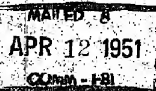
It has now become necessary to request [redacted]'s resignation due to his rather below average appearance, talkativeness and inability to absorb the course of instructions. This man's class counselors have commented that his below average personal appearance is accentuated by a poor complexion and eyes that are somewhat "pop-eyed." From these observations, it would appear that [redacted] should not have been recommended favorably in the original instance.

This matter is being brought to your attention as a precautionary measure and to advise and guide you when conducting future interviews with prospective applicants.

Very truly yours,

J. Edgar Hoover  
Special Agent in Charge

John Edgar Hoover  
Director



CC - Mr. W. R. Glavin (PERSONAL AND CONFIDENTIAL)

CLT:etw

APR 11 1951  
FBI  
RECEIVED  
APR 12 9 12 PM '51  
b6  
b7C



United States Department of Justice  
Federal Bureau of Investigation  
Washington, D. C.



Director  
Federal Bureau of Investigation  
United States Department of Justice  
Washington, D. C.

Dear Sir:

For inclusion in the fund to be paid to the designated beneficiary of any Special Agent of the FBI who has previously contributed to this fund and who dies from any cause except self-destruction while employed as a Special Agent, I am forwarding herewith (by CHECK -MONEY-ORDER) the sum of \$10, payable to the Chief Clerk of the FBI, to be included in said fund. Payment will be made for death by self-destruction after the Agent has been a member of the fund for two years. It is understood and agreed that the sum tendered herewith is a voluntary, gratuitous contribution to said fund which I understand is to be administered in the following manner.

The Director of the FBI will appoint a committee which shall consider all matters pertaining to the acquisition, safe keeping and expending of said fund, which committee will recommend appropriate action to the Director in pertinent matters. The Chief Clerk of the FBI shall receive all contributions and account for same to the Director. Upon the death of any Special Agent who is a member of said fund the appointed committee will consider the case and submit a recommendation to the Director as to its conclusions. Appropriate instructions will then be issued to the Chief Clerk, directing him to pay to the designated beneficiary the sum of \$10,000. The following person is designated as my beneficiary for FBI Agents' Insurance Fund:

Name LILLIAN P. CALLAHAN Relationship WIFE Date 2-20-51  
Address 1301 Buchanan St. N.E. - D.C.

The following person is designated as my beneficiary under the Chas. S. Ross Fund providing \$1500 death benefit to beneficiary of agents killed in line of duty.

Name ~~Samuel Ross~~ <sup>Charles</sup> Relationship \_\_\_\_\_ Date 1-20-51  
Address \_\_\_\_\_

Very truly yours,

ack  
FEB 23 1951  
JCC

Special Agent

Callahan

RECEIPT FOR GOVERNMENT PROPERTY  
FEDERAL BUREAU OF INVESTIGATION  
UNITED STATES DEPARTMENT OF JUSTICE

February 2, 1951

I certify that I have ~~received~~ the following Government property for official use  
returned

Agents Briefcase

R E A D

The Government property which you hereby acknowledge is charged to you and you are responsible for taking care of it and returning it when its use has been completed. DO NOT MARK OR WRITE ON IT OR MUTILATE IT IN ANY WAY.

89  
MAR 8 1951  
FILE

WRG

FEB. 25

Very truly yours,  
*N. P. Callahan*  
N. P. Callahan

February 13, 1951

0  
Mr. M. P. Callahan  
Federal Bureau of Investigation  
Washington, D. C.

Dear Mr. Callahan:

I have been reading and reviewing the budget material which has been prepared for me and I am writing you this personal note to express my sincere appreciation for the excellent manner in which this material was prepared.

I also want you to know that I am not unmindful of the extra hours which you have devoted to this task and the personal interest and enthusiasm you have afforded the supervision of this project. It is a pleasure to commend you for a job well done.

With best wishes and kind regards,

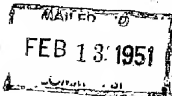
Sincerely yours,

J. Edgar Hoover

CC - Mr. Glavin

JPM:DW

16 FEB 24 1951



RECEIVED - DIRECTOR  
F B I  
U.S. DEPT. OF JUSTICE  
FEB 13 10 47 AM '51

43961-198

*Handwritten signature*

January 25, 1951

Mr. Nicholas P. Callahan  
Federal Bureau of Investigation  
Washington, D. C.

Dear Mr. Callahan:

In connection with the Uniform Promotion Act,  
I am indeed pleased to advise you that you have been  
recommended for promotion from \$9000 per annum to \$9200  
per annum in Grade GS 14, effective January 21, 1951.

Sincerely yours,

John Edgar Hoover  
Director

16 FEB 7 1951

Movement

43961-197  
*Handwritten initials*

Tolson \_\_\_\_\_  
Ladd \_\_\_\_\_  
Clegg \_\_\_\_\_  
Glavin \_\_\_\_\_  
Nichols \_\_\_\_\_  
Rosen \_\_\_\_\_  
Tracy \_\_\_\_\_  
Harbo \_\_\_\_\_  
Belmont \_\_\_\_\_  
Mohr \_\_\_\_\_  
Tele. Room \_\_\_\_\_  
Nease \_\_\_\_\_  
Gandy \_\_\_\_\_

JW:RJM

COMM - FBI  
JAN 25 1951  
MAILED 12

*Handwritten marks: checkmark, 'm', and initials*

1. Agency and organization

Block No.

4. Slip No

DEPARTMENT OF JUSTICE

5. Employee's name

6. G - Amt salary

## PAY ROLL CHANGE DATA

	BASE PAY	OVERTIME		GROSS PAY	RET.	TAX	BOND		NET PA
7. Previous normal									
8. New normal									
9. Pay this period									

10. Remarks:

11. Appropriation(s)

12. Prepared by

13. Audited by

☒ Periodic step increase.☐ Pay adjustment.☐ Other step increase.

14. Effective date

15. Date last equivalent increase

16. Old salary rate

17. New salary rate

18. (b) (1) Efficiency rating is equal to or better than good and service conduct requirements certified.

19. Suspension date

7-21-51

7-21-51

63000

63000

(b)

(SIGNATURE OR OTHER AUTHENTICATION)

2-27-51

20. LWOP data (Fill in appropriate spaces covering LWOP during following periods:)

(Check applicable box in case of excess LWOP)

Period(s):

☐ In pay status at end of waiting period☐ In LWOP status at end of waiting period☒ No excess LWOP. Total excess LWOP

Initials of Clerk

STANDARD FORM NO. 11264

Form prescribed by Comp. Gen., U. S.

Feb. 3, 1950, General Regulations No. 102

PAY ROLL CHANGE SLIP—PERSONNEL COPY

## Office Memorandum • UNITED STATES GOVERNMENT

TO : MR. TOLSON

DATE: 1/10/51

FROM : J. P. MOHR

SUBJECT: INSPECTORS

Reference is made to the attached memorandum dated December 22, 1950, from Mr. H. L. Edwards to Mr. Glavin, which recommends that Special Agent Gerald C. Gearty of the Training and Inspection Division be reallocated to Grade GS-14, \$8800 per annum in view of the fact that Mr. Gearty is performing inspection duties in the Training and Inspection Division.

You inquired concerning how many Inspectors we have at the present time with their grade and salaries and their assignments. The following individuals carry the rating of Inspector and they are all in Grade GS-14:

A. H. Belmont	Security Division
N. P. Callahan	Administrative Division
G. C. Callan	Investigative Division
J. A. Carlson	Training and Inspection Division
J. S. Egan	Training and Inspection Division
V. P. Keay	Security Division
L. L. Laughlin	Security Division
H. B. Long	Training and Inspection Division
J. J. McGuire	Records and Communications Division
F. H. McIntire	Training and Inspection Division
K. R. McIntire	Training and Inspection Division
J. P. Mohr	Mr. Tolson's Office
T. E. Naughten	Training and Inspection Division
G. A. Nease	Director's Office
L. R. Pennington	Investigative Division
J. S. Rogers	Training and Inspection Division
Quinn Tamm	Identification Division

Of the foregoing, Messrs. Carlson, Long and Naughten are engaged in full-time inspection duties. Mr. Connelley also conducts some field inspections when he is not on special assignment. Mr. Harbo has also assisted the Training Division during the past calendar year in conducting some inspections.

Messrs. B. C. Brown and G. C. Gearty, both of whom are presently in Grade GS-13, are doing the same type of inspection work in the Training and Inspection Division as Messrs. Long and Carlson. As indicated in the attached memorandum, Mr. Gearty has now qualified as a full-time field Inspector and I feel he should be reallocated to Grade GS-14 at this time. The only other individual who will eventually qualify for promotion to this grade for inspection work is Mr. B. C. Brown and the

JPM:DW

Training and Inspection Division is presently giving consideration to his promotion in the near future after an opportunity has been given to review his most recent field inspection.

It will be observed, therefore, that the only two employees who will be involved in such a promotion program are Messrs. G. C. Gearty and B. C. Brown. Under the circumstances, I recommend that Mr. Gearty, who has now qualified as a full-time field Inspector, be reallocated at this time to Grade GS-14, \$8800 per annum.

I concur  
1-10

*[Signature]*

I am not going to ascribe any more to the individuals to be given such a grade are willing & available of traveling & willing to accept full responsibilities of Inspectors. If Gearty & Brown so readily they advise me. Also checks should be made with Carlson, Evans, Long, J. H. McIntire, K. R. McIntire, Roughton & Rogers to find out their attitudes. We are getting bogged down with GS-14 Inspectors who are not available.



## Office Memorandum • UNITED STATES GOVERNMENT

TO : MR. TOLSON

DATE: 12-19-50

FROM : W. R. GLAVIN

**SUBJECT:** SERVICE AWARD LETTERS

There are attached four Service Award letters which had been processed as far as the Reading Room and somehow were returned to my office and included in the tickler file to be sent out to the employees in a sufficient time in advance of their anniversary date to reach the employees.

Specifically, the letter of Kenneth A. Lofgren, whose anniversary date is January 2, 1951, is due to be mailed from this office on December 26th to Los Angeles, Lofgren's office of assignment. The letter of Charles H. DeFord is due to be mailed on December 29, 1950, his anniversary date being January 6, 1951, and his office of assignment being Seattle. The letter of [redacted] is due to be mailed January 2, 1951, his anniversary date being January 6, 1951, and his office of assignment being Buffalo, New York.

These letters were prepared in November, 1950 and were stamped in to the Reading Room on the yellow on November 18th. Under general procedure they would have been forwarded to the Director's office for signature and thereafter returned to my office. However, they apparently did not reach the Director's office and were filed by the employees of my office who failed to note the lack of signature thereon. These letters, after being signed by the Director, are maintained in my office until the date they are to be mailed, at which time they are enclosed in the envelope to the employee together with the Service Award key and taken to the Mail Room for mailing, the Mail Room merely affixing any necessary postage and putting their stamp on the yellow of the communication, since the original is placed in the envelope, and all other details handled by the clerical staff in my office.

Subsequent to detecting this delinquency, the attached letter to [redacted] of the New York Office, dated December 18, 1950, was returned to the Bureau, it being forwarded without the Director's signature being placed thereon, with the request that it be signed by the Director. A review of the yellow of this letter reflects that it likewise was received in the Reading Room on November 18, 1950, and it was mailed to the New York Office by my office on December 12, 1950.

Attachments

*NPC:cr:m,fj*

8 letters attached for signature and return to S<sub>02</sub>

*plb*  
There is attached a memorandum from [ ]  
clerical employee of my office responsible for the  
mailing of the letter to [ ] on December 12, 1950, without  
it having been signed by the Director, in which she offers no  
excuse for the seriousness of this act, and I have impressed  
upon her the embarrassment resulting therefrom. [ ]  
has recently been trained to handle these matters and has been  
under the close supervision of [ ] who has been  
handling these Service Award letters in the past. [ ]  
however, is presently on annual leave and it is not possible to  
obtain a memorandum of explanation from her at this time.  
Nevertheless, she was responsible for the handling of the Service  
Award letters during this period and is jointly responsible with  
[ ]

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The handling of this matter is inexcusable as is the  
handling of the above-mentioned three letters and, accordingly,  
I recommend that [ ] and [ ]  
receive letters of censure in connection therewith. Such letters  
are attached if approved by the Director.

ADDENDUM

In connection with the above, there is no excuse for  
items such as this, where a mere check of the letters would re-  
flect that they had not been appropriately signed. All of these  
letters ~~was~~ cleared through the Reading Room on the same date and  
I can only assume that they were returned to us in error and  
placed in our files to be sent out when due. I feel that both  
Mr. Callahan and myself should have spotted these unsigned letters  
and I recommend that letters of censure, which are attached, be  
sent to us in this regard. WRG:VH

BRIEFS OF FILES  
OF CALLAHAN, [ ]  
AND [ ] ATTACHED.

*1/2*  
I agree +  
recommend

be removed from  
this assignment

b6  
b7c

*1/2*  
1/2/50  
I agree  
Something is  
radically wrong here. I have again &  
again tried to impress on Glavin necessity for  
proper handling of this kind but apparently to no effect.

## Office Memorandum • UNITED STATES GOVERNMENT

TO : MR. TOLSON  
 FROM : MR. H. H. GLAVIN  
 SUBJECT: DELAY OF ADMINISTRATIVE DIVISION  
 IN SUBMITTING OVERTIME REPORT  
 FOR NOVEMBER

DATE: 12-15-50

CHIEF CLERK'S OFFICE

SAC Letter #85, dated 11-22-50, sent to the Field and also addressed to Bureau officials requires that overtime reports be forwarded to reach the Bureau no later than the 10th of the month following the month for which prepared. The Administrative Division submitted the tabulation of Field overtime for November on December 13, 1950 and advised that they will submit the Seat of Government tabulation on December 15, 1950.

~~X~~ OVERTIME-GENERAL  
THE FIELD OVERTIME TABULATION

This tabulation submitted under date of December 13, 1950, is based upon the reports received from the Field due to be received by December 10, 1950. The 10th was Sunday. On Monday, the 11th, Mr. Glavin was absent. The reports from 25 offices still had not been received in the Chief Clerk's Office on this date. On Tuesday, the 12th, in the morning reports from 15 offices were still missing. Teletypes were prepared to them, but before they went out all had been received except 4 or 5 which came into the Chief Clerk's Office during the day. On Wednesday, the 13th, the Houston report was still missing. A telephone call to the Houston Office, obtained the needed information and the report was completed that night and submitted. The Houston report arrived at 2:46 P.M. on the 13th. For the October report the Field was given until November 18th to submit reports and all of them met the deadline, except the San Francisco Office, which misdirected the report to Phoenix, and the SAC there was written concerning this error.

CONCLUSION: Following the receipt of the final report from the Houston Office on the afternoon of the 13th, it appears that the tabulations were made promptly for the Field ~~the~~ the report was completed the night of the 13th. Thus, the difficulty here appears to have been the delay of the reports in reaching the Chief Clerk's Office. This tabulation of Field overtime is made under the direct supervision of Mr. N. P. Callahan and is prepared by the Budget Unit

THE SEAT OF GOVERNMENT OVERTIME TABULATION

W. R. GLAVIN  
 This tabulation is prepared by the Leave Unit of the Personnel Section, immediately supervised by Supervisor W. E. Clark under the direction of Mr. H. L. Edwards.

EHC:DMG

yellow copy  
 distributed to Sec. 5  
 WE clear 12/20/50

2 Jan 1951

1-10-1051  
 19  
 TWO

On November 24, 25 and 27, 1950, [redacted] of this section telephoned the clerical employees handling overtime reports in each division, gave them some specific instructions and then requested that the reports be submitted as soon as possible. The "sign-in, sign-out" registers, on which the tabulations were based, began to arrive on December 4. As they arrived, they were parceled out for checking accuracy and for tabulation.

The details as to the compilation of these reports were issued to the Seat of Government on November 21, 1950, and became applicable as far as the form was concerned at the beginning of the following week on November 26, 1950. The policies and procedures in making these tabulations had in the meantime been recommended by the Executives Conference and had been approved. Thus, these policies were not communicated to the Field or to the Seat of Government until about 10 days prior to the end of this month. Prior to November 26, the daily "sign-in, sign-out" registers had no space between the names for the individual employees to calculate their overtime daily, nor was it required prior to that time. In several of the registers the clerks and the Agents were listed together in alphabetical order. The instructions of [redacted] issued November 24 - 27 to the clerical employees, requested them to make the calculations in ink in the narrow margin between the two lines. When the registers were received in the Chief Clerk's Office, it was found that many of these calculations by these clerical employees were inaccurate, some of them were illegible and a number of the registers had to be sent back for correction and resubmission. Some of the Seat of Government employees, absent from the city on "specials", subpoena and inspections, apparently assumed that the reports were to be in for the 10th and did not forward their overtime to their divisions until shortly prior thereto, which delayed the receipt of some of the registers in the Chief Clerk's Office.

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b7c

#### Matters of Mitigation

Instructions and policies were communicated the latter part of November and were, thus, not available to be followed from the beginning of the month.

A clerical employee of the Chief Clerk's Office telephoned a clerical employee of each division between November 24 and 27, telling the clerks how to prepare the registers and to get them in as soon as possible.

As the reports were received, beginning on December 4, they began work on the tabulations.

One of the 3 trained clerical employees was on Sick Leave during the tabulation period and there was no available replacement with training and experience.

There are but 2 machines for computing by hours and minutes in the Bureau and one of them broke down during this period delaying tabulations by at least 1½ days.

Seven employees worked overtime until 12:30 A.M. on one night in an effort to expedite this report and on the night of the 14th, they worked until 10 P.M. on it. (This includes 5 clerical employees.) The overtime calculations and tabulations are new and additional functions but recently added to the Chief Clerk's Office.

Some of the figures submitted were illegible and some of the reports in the individual divisions were delayed until the 10th, due to absences from the city of employees.

#### Matters of Aggravation

No tabulations, audits, spot checks, or computations were made by the Chief Clerk's Office within the various divisions during the month or on a weekly basis.

No conferences for training were held with the various clerical employees to show them exactly how to make the computations and how to submit the registers in the desired form.

A clerical employee of the Chief Clerk's Office instructed by telephone the clerical employees of the various divisions to submit the reports as soon as possible with some added advice as to the form in which they were to be completed and submitted and it is believed that these instructions should also have been communicated from a responsible Supervisor of the Chief Clerk's Office to a responsible Supervisor within each division in order to permit the proper supervision of the clerical employees.

There was inadequate communication with the Chiefs of the divisions when calculations were found to be inaccurate or illegible so that the Division Chiefs could arrange for the corrections and expeditious return of these registers.

#### RECOMMENDATIONS

##### Concerning the Field Report

1. That arrangements be made for the prompt delivery to the Chief Clerk's Office of these reports from Field Offices immediately upon their arrival. This has now been arranged for by Mr. Callahan. ~~Had been arranged for for some weeks in fact. This is to get authority for Records Section to handle in this expeditious manner. H.C. is in SA.~~
2. That hereafter a letter of censure be sent to each Field Office failing to submit reports by the 10th, as required and that a communication now be sent to the Field advising that this failure will subject the SAC to censure.

3. Any delinquency for failure of the November report from Field Offices to be received on time be the basis for criticism. Mr. Callahan advises that this is being done.

4. That, in the tabulation of information submitted by the Field, the Field be required to show for each Agent the average amount of regular overtime per day and the average amount of travel overtime since this is not now specifically required and it will avoid the making of separate tabulations by the Chief Clerk's Office after the receipt of the Field Report.

5. That Field Offices be required to show the number of days on duty by each Agent which was requested in a teletype dated 11-3-50, was not repeated in the detailed SAC Letter which supplemented these instructions on 11-22-50 and some offices have not submitted this data.

6. That a letter be transmitted to Assistant Director Glavin and Inspector Callahan instructing them that they must vigorously follow up the Field in getting the reports in on time. That they be instructed to have enough employees trained to expedite the preparation of the final report promptly after the 10th of the month.

Concerning the Seat of Government Report

1. That letters be forwarded to Messrs. W. E. Clark, H. L. Edwards and W. R. Glavin instructing that they assign adequate personnel to expedite the consolidated report for the Director.

2. That a suitable number of clerical employees be trained so that this matter can be handled expeditiously, even though some of them become ill, and that they be instructed to take other steps, including those approved in the recommendations which follow to see that the report is more promptly prepared in the future than was the case for the November report.

3. That each Seat of Government division make its own computations and submit its own reports to the Chief Clerk's Office in the same manner in which the Field submits reports on overtime. That these reports from each division be in the form of a blind memorandum, with a cover transmittal memorandum, showing the total and average overtime for the division and for each section of the division, for the Chief of each division, the Section Chief of each section and for each employee in the same form as these tabulations are now prepared in the Chief Clerk's Office. These reports may be used as attachments already prepared for the consolidated report for the entire Seat of Government which is prepared by the Chief Clerk's Office. This will place the

Letter to  
Glavin  
Callahan  
H. L. Edwards  
W. E. Clark  
12/26/50

same responsibility on the Seat of Government divisions that is placed on the Field Divisions and it fixes the responsibility where it first should fall.

4. That each division be instructed to make tabulations on a weekly basis to show the total number of days<sup>4</sup> work and the total amount of overtime by each employee so that at the end of the month the computations can be made quickly.

5. It is recommended that deadlines be established for the preparation and the submission of these reports; that the deadline for the report being submitted by each division to the Chief Clerk's Office be 4 working days after the end of the month. This will allow ample time for reports to be received from those on "specials" and absent from Washington and for the typing of these reports in each division and section.

It is recommended that 2 additional working days be allowed to the Chief Clerk's Office to submit their final consolidated report which will allow time for an examination of the reports from the individual divisions and the preparation of the consolidated report. This will make a total of 6 working days or 1 week for transmittal of the Seat of Government tabulations to the Director.

6. It is recommended that representatives of the Chief Clerk's Office call a conference of the clerical employees handling the overtime records from each division and from each section which submits a report so that practical training, instruction and guidance can be given in order to obtain necessary accuracy and legibility. During this conference the instructions can be given and each clerical employee required to work out a hypothetical problem and corrections made and the problem reworked until the employee is qualified to handle this assignment.

7. It is recommended that representatives of the Chief Clerk's Office make a weekly spot check inspection of the tabulations prepared in each division so that, after the end of the month, this spot check examination will be largely completed and the reports can be expedited.

8. That, based upon the experience and the observations of delinquencies during the month of November, a memorandum be prepared for each division and Section Chief in the Bureau, listing the delinquencies which have been observed in the preparation of the November report so that these officials can give proper supervision to the preparation of the reports.

*I agree. I am more impressed  
now with fact that ~~delinquencies~~  
Office grossly mismanaged this  
whole thing. There was no planning  
& no supervision. H.*

December 28, 1950

PERSONAL AND CONFIDENTIAL

Mr. Nicholas P. Callahan  
Federal Bureau of Investigation  
Washington, D. C.

Dear Sir:

I have carefully reviewed the results of the inquiry into the reasons for the undue delay which occurred in the submission to me of the report on voluntary overtime performed by Special Agents during the month of November, and I am impressed by the fact that the planning and supervision of this project were inadequate. I have also noted that the preparation of the report on the overtime performed in the field was under your supervision.

Accordingly I must insist that you see to it that the field offices are followed with sufficient alacrity to make sure that all reports of voluntary overtime are transmitted so as to arrive at the Bureau not later than the tenth day of the following month. It will also be your responsibility to assign adequate personnel to this work in the Administrative Division in order that there may be no delay in consolidating the various reports such as occurred in connection with the November overtime. I shall expect no further such delays in the future.

Very truly yours,

J. Edgar Hoover

John Edgar Hoover  
Director

CC: Mr. Glavin. (PERSONAL AND CONFIDENTIAL)

JIC:da

MAILED 2  
DEC 23 1950

Mr. Tolson  
Mr. Clegg  
Mr. Glavin  
Mr. Ladd  
Mr. Nichols  
Mr. Rosen  
Mr. Tracy  
Mr. Egan  
Mr. Gurnea  
Mr. Harbo  
Mr. Mohr  
Mr. Pennington  
Mr. Quinn Tamm  
Tele. Room  
Mr. Nease  
Miss Gandy

RECEIVED  
FBI  
DEC 26 5 24 PM '50

DEC 27 9 30 AM '50

U.S. DEPT. OF JUSTICE

ASST. DIR.



December 20, 1950

~~PERSONAL AND CONFIDENTIAL~~

Mr. Nicholas P. Callahan  
Federal Bureau of Investigation  
Washington, D. C.

Dear Sir:

My attention has been directed to the recent failure of the Administrative Division to properly handle the preparation of Service Award letters to four Bureau employees, it being noted that such matters are under your supervision. As you are aware the four letters in question were placed in a tickler file as signed and ready for mailing after enclosures of Service Award keys when, in fact, the letters had not been signed. One of these letters was actually mailed to a field office where the lack of signature was noted.

These delinquencies are most serious and accordingly I must insist that you see to it that there is no repetition. Should you fail to do this, further administrative action may result.

Very truly yours,

J. Edgar Hoover  
Director

43961-195

DEC 20 3 13 PM '50

RECEIVED (Personal and Confidential)

RECEIVED

DEC 26 1950

Tolson  
Ladd  
Clegg  
Glavin  
Nichols  
Rosen  
Tracy  
Harbo  
Belmont  
Mohr  
Tele. Room  
Nease  
Gandy

December 4, 1950

PERSONAL AND CONFIDENTIAL

Mr. Nicholas P. Callahan  
Federal Bureau of Investigation  
Washington, D. C.

Dear Mr. Callahan:

The Bureau is in receipt of the report of the physical examination afforded you at the United States Naval Hospital, Bethesda, Maryland, on November 2, 1950.

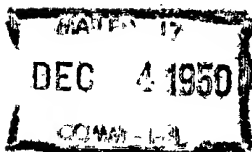
This report reflects that you have no disqualifying physical defects; however, the examiner noted that you are in need of dental prophylaxis.

The electrocardiogram afforded you in this connection revealed a left axis deviation for which the examiner made no recommendation.

The Board of Examining Physicians of the United States Naval Hospital reports that you are capable of performing strenuous physical exertion and have no physical defects that would interfere with your participation in raids or other work involving the practical use of firearms.

Sincerely yours,

J. Edgar Hoover  
John Edgar Hoover  
Director  
U.S. DEPT. OF JUSTICE



CC-Mr. Glavin (P & C)

HLE:cmn

Tolson \_\_\_\_\_  
Ladd \_\_\_\_\_  
Clegg \_\_\_\_\_  
Glavin \_\_\_\_\_  
Nichols \_\_\_\_\_  
Rosen \_\_\_\_\_  
Tracy \_\_\_\_\_  
Harbo \_\_\_\_\_  
Belmont \_\_\_\_\_  
Mohr \_\_\_\_\_  
Tele. Room \_\_\_\_\_  
Nease \_\_\_\_\_  
Gandy \_\_\_\_\_

DEC 4 4 05 PM '50  
RECEIVED PLANNING ROOM  
FBI

we  
see

RECORD OF PHYSICAL EXAMINATION OF OFFICERS AND SPECIAL AGENTS  
FEDERAL BUREAU OF INVESTIGATION, U. S. DEPARTMENT OF JUSTICE

CC-270  
(1-1-50)

NAME CALLAHAN, Nicholas P. AGE 36 YEARS, 10 MONTHS  
NATIVITY (state of birth) D. C. MARRIED; SINGLE, WIDOWED: Married NUMBER OF CHILDREN 3  
FAMILY HISTORY Mother - living and well. Father deceased - pneumonia. Two sisters & 1  
brother living.

HISTORY OF ILLNESS OR INJURY: U.C.D. - Hernia oper. right side - 1932.  
Appendectomy - 1936.

Broken left leg. - 1943.

HEAD AND FACE neg.

EYES: PUPILS (size, shape, reaction to light and distance, etc.) neg.

DISTANT VISION RT. 20/15, corrected to 20/

LT. 20/15, corrected to 20/

COLOR PERCEPTION Normal AOC

(state edition of Stilling's plates or Lamps used)

DISEASE OR ANATOMICAL DEFECTS neg.

EARS: HEARING RT. WHISPERED VOICE 15/15' CONVERSATIONAL SPEECH 15'

LT. WHISPERED VOICE 15/15' CONVERSATIONAL SPEECH 15'

DISEASE OR DEFECTS neg.

NOSE neg.

(Disease or anatomical defect, obstruction, etc. State degree)

SINUSES neg.

TONGUE, PALATE, PHARYNX, LARYNX, TONSILS neg.

C7-43961-194

TEETH AND GUMS (disease or anatomical defect): Needs prophylaxis

MISSING TEETH As indicated

NONVITAL TEETH

PERIAPICAL DISEASE

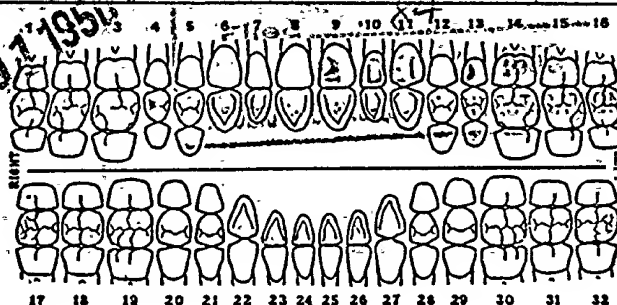
MARKED MALOCCLUSION

PYORRHEA ALVEOLARIS

TEETH REPLACED BY BRIDGES

DENTURES

REMARKS



P. A. Moore Cdr DC USN

(Signature of Dental Officer)

GENERAL BUILD AND APPEARANCE

Medium sthenic

TEMPERATURE

CHEST AT EXPIRATION

38

HEIGHT

68 1/2

CHEST AT INSPIRATION

40

WEIGHT

147

CIRCUMFERENCE OF ABDOMEN AT UMBILICUS

32 1/2

RECENT GAIN OR LOSS, AMOUNT AND CAUSE none

SKIN, HAIR, AND GLANDS

neg.

NECK (abnormalities, thyroid gland, trachea, larynx)

neg.

SPINE AND EXTREMITIES (bones, joints, muscles, feet)

neg.

THORAX (size, shape, movement, rib cage, mediastinum) neg.  
RESPIRATORY SYSTEM, BRONCHI, LUNGS, PLEURA, ETC. neg.  
Chest x-ray neg.  
CARDIO-VASCULAR SYSTEM neg.  
HEART (note all signs of cardiac involvement) neg.  
ECG - left axis deviation.  
PULSE: BEFORE EXERCISE 84 BLOOD PRESSURE: SYSTOLIC 116  
AFTER EXERCISE 100 DIASTOLIC 78  
THREE MINUTES AFTER 86  
CONDITION OF ARTERIES ok CHARACTER OF PULSE ok  
CONDITION OF VEINS ok HEMORRHOIDS neg.

ABDOMEN AND PELVIS (condition of wall, scars, herniae, abnormality of viscera) neg.

GENITO-URINARY SYSTEM neg.  
URINALYSIS: SP. GR. 1.017 ALB. neg. SUGAR neg. MICROSCOPICAL neg.  
VENEREAL DISEASE neg.

NERVOUS SYSTEM neg. (organic or functional disorders).  
ROMBERG neg. INCOORDINATION (gait, speech) neg.  
REFLEXES, SUPERFICIAL neg. DEEP (knee, ankle, elbow) neg. TREMORS neg.  
SEROLOGICAL TESTS Kahn-neg. BLOOD TYPE O rh /  
ABNORMAL PSYCHE (neurasthenia, psychasthenia, depression, instability, worries) neg.

SMALLPOX VACCINATION: DATE OF LAST VACCINATION Childhood  
TYPHOID PROPHYLAXIS: NUMBER OF COURSES none  
DATE OF LAST COURSE none

REMARKS ON ABNORMALITIES NOT OTHERWISE NOTED OR SUFFICIENTLY DESCRIBED ABOVE

SUMMARY OF DEFECTS

CAPABLE OF PERFORMING DUTIES INVOLVING Arduous PHYSICAL EXERTION  
IS THIS INDIVIDUAL PHYSICALLY FIT TO PARTICIPATE IN RAIDS AND APPREHENSION OF CRIMINALS  
WHICH MIGHT ENTAIL THE PRACTICAL USE OF FIREARMS Yes (yes or no)  
(when no is given state cause)

FINDINGS, RECOMMENDATIONS AND REMARKS (as per boards, when necessary)  
Rec - dental prophylaxis ( NCD )

DATE OF EXAMINATION 11-2-50  
EMPLOYEE'S INITIALS

R. O. Peckinpaugh  
LT JG USN  
USNH, INMHC, Bethesda, Md.  
11-2-50

## Office Memorandum • UNITED STATES GOVERNMENT

TO : Mr. Tolson

DATE: November 16, 1950

FROM : W. R. Glavin

SUBJECT:

Chief Clerk's Office

Tolson \_\_\_\_\_  
 Ladd \_\_\_\_\_  
 Clegg \_\_\_\_\_  
 Glavin \_\_\_\_\_  
 Nichols \_\_\_\_\_  
 Rosen \_\_\_\_\_  
 Tracy \_\_\_\_\_  
 Harbo \_\_\_\_\_  
 Belmont \_\_\_\_\_  
 Mohr \_\_\_\_\_  
 Tele. Room \_\_\_\_\_  
 Nease \_\_\_\_\_  
 Gandy \_\_\_\_\_

Reference is made to the attached memorandum from the Director of November 14, 1950, concerning the error involving the Service Award Letter and Key for Special Agent [redacted]

With reference to the procedure which has been perfected in order that an error of this type may not occur in the future, you are advised that arrangements have been made with the Personnel Office so that notifications furnished to Mr. N. P. Callahan, when any employee is reinstated, at which time the employee's file will be reviewed and his new anniversary date determined and the proper tickler set up.

b6  
b7c

With reference to the identities of the employees who failed to properly handle [redacted]'s Service Award Key, I regret that in view of the lapse of time involved, it is not possible to fix responsibility beyond Mr. Callahan of my office, who has the over-all responsibility for the handling of these Service Award matters.

I very definitely impressed upon Mr. Callahan the embarrassment which accrues to the Bureau when a matter like this arises and I feel that he has been duly impressed so that he will avoid any recurrence of such incidents.

I again recommend that Mr. Callahan receive a letter of censure in connection with his handling of this matter.

Attachment

80001-1138

72

NPC:VH

Letter to  
Mr. Callahan  
11/17/50  
[initials]

[Handwritten initials]

November 17, 1950

Mr. Nicholas P. Callahan  
Federal Bureau of Investigation  
Washington, D. C.

Dear Sir:

I have been advised that you were responsible for the improper handling of the Service Award Letter and Key for Special Agent [redacted]

It is noted that Agent [redacted] should have received his letter and key on April 10, 1950 and the improper manner in which this matter was handled resulted in his not receiving it until seven months later. Obviously, this delay was unfair to Agent [redacted] it detracted from the spirit of the award and, needless to say, it was exceedingly embarrassing to the Bureau.

I want to express to you my extreme displeasure at the slipshod manner in which this matter was supervised by you and to caution you that a recurrence thereof will result in more serious disciplinary action.

Very truly yours, 43961-19-3

J. Edgar Hoover

John Edgar Hoover  
Director

CC: MR. [redacted]  
CT: [redacted]

MAILED TO  
NOV 18 1950  
COMM - FBI

Tolson  
Ladd  
Clegg  
Glavin  
Nichols  
Rosen  
Tracy  
Harbo  
Belmont  
Mohr  
Tele. Room  
Nease  
Gandy

## OFFICE MEMORANDUM

UNITED STATES GOVERNMENT

TO : MR. GLAVIN

FROM : N. P. CALLAHAN

SUBJECT : [REDACTED]  
Service Award Key

11/13/50

In preparing the list for the 1951 Service Award Keys, it has been discovered that a Service Award Key should have gone forward to the above employee on April 10, 1950. In this connection I wish to advise that [REDACTED] entered on duty [REDACTED]. However, he resigned March 4, 1949, and returned to duty [REDACTED] making his ammended Service Award date April 10, 1950.

b6  
b7c

I regret that this was not ascertained at the time of re instatement of [REDACTED] since reinstatements are checked to determine their Anniversary dates. However, this one has been inadvertently missed. The Key for [REDACTED] has been ordered and there is attached an appropriate letter together with a cover letter to the SAC instructing that this letter be personally delivered to [REDACTED] and to explain to [REDACTED] the fact that immediately upon the receipt of the Service Award Key it will be forwarded to him. Also, I wish to advise that arrangements have been perfected which it is felt will preclude a recurrence of a situation such as this.

I regret very much that this error has occurred and recommend that I receive a letter of censure

3 20 180

## Office Memorandum • UNITED STATES GOVERNMENT

TO : MR. TOLSON

DATE: 11-4-50

FROM : W. R. GLAVIN

SUBJECT:

Tolson \_\_\_\_\_  
 Ladd \_\_\_\_\_  
 Clegg \_\_\_\_\_  
 Glavin \_\_\_\_\_  
 Nichols \_\_\_\_\_  
 Rosen \_\_\_\_\_  
 Tracy \_\_\_\_\_  
 Harbo \_\_\_\_\_  
 Mohr \_\_\_\_\_  
 Nease \_\_\_\_\_  
 Gandy \_\_\_\_\_

*Chief Clerk's Office*  
 In response to SAC Letter #56, dated August 11, 1950, submitted below is my evaluation of the supervisory personnel presently assigned to this Division insofar as their continued development on a long range basis is concerned.

NICHOLAS P. CALLAHAN

Mr. Callahan, Number 1 man in the Administrative Division, is thoroughly qualified to handle any and all of the work in the Administrative Division. He maintains excellent contact with the Bureau of the Budget, General Accounting Office and with the various transportation facilities offices in the city of Washington. There is no doubt in my mind that he is capable of handling any of the smaller offices of the Bureau as Special Agent in Charge and after appropriate reorientation in the field he would be able to handle any office other than the largest offices we have in the service today. I feel that he is ideally equipped for inspection duties assignment. However, he is best serving the Bureau in his present capacity.

SA [redacted] has been assigned to the Administrative Division since February 16, 1948 and for the greater portion of his time has been assisting in the handling of administrative and disciplinary matters. Cavanaugh has a good head on him. He has had considerable investigative experience in the field. I feel that he can continue to advance in the service. At the present time I would have no hesitancy in recommending him for Assistant Special Agent in Charge position in the field and, with added experience, he would be able to handle Special Agent in Charge position without too great difficulty.

WILLIAM E. CLARK

SA Clark has been assigned to the Administrative Division as Veterans Counselor since September 9, 1946. He is most loyal to the Bureau, has a thorough understanding of the duties and substitutes for the Personnel Officer, Mr. H. L. Edwards in the absence of Mr. Edwards. Clark has the ability to advance further in the Bureau's service. I see no reason why, after proper orientation in the

WRG:cr

b6  
 b7c



Memo for Mr. Tolson

field service, he could not handle any Assistant Special Agent in Charge position other than in the largest of our offices and I feel that he is desirable material for advancement to the Special Agent in Charge position.

C. RAY DAVIDSON

The above-mentioned SA has been assigned to the Administrative Division since August 14, 1947. During this time he has been assigned to the Personnel Unit of the Administrative Division. For the past several months he has done an excellent job in handling our stepped-up recruitment program. Davidson has had considerable field experience and I feel he can advance further in the service. I feel that at the present time he could be considered for Assistant Special Agent in Charge in one of our smaller offices and he could be considered for further advancement after field reorientation.

H. LYNN EDWARDS

Mr. H. L. Edwards has been assigned to the Administrative Division since June 2, 1943 and has been Personnel Officer since April 30, 1947. He is particularly valuable in his present position. He maintains excellent contacts with personnel officers in other government agencies and with the Civil Service Commission. He is quick to analyze a situation and his decisions are predominantly sound. I have no hesitancy in recommending him for further advancement in the Bureau's service. After proper reorientation in the field he would have no difficulty in handling the Assistant Special Agent in Charge position in any one of our offices in the field today. *He is capable of handling SA duties in offices other than the largest field offices of hand by JOHN E. EDWARDS at this time -*

Mr. John Edwards has been assigned as a supervisor in the Administrative Division since January 17, 1943. For a number of months past he has handled all disciplinary and administrative matters. He has put in a tremendous amount of time and is very loyal and conscientious. He has a good field background, has the personality which would make it particularly easy for him to handle administrative or executive matters in the field. I feel that he is capable of handling an Assistant Special Agent in Charge position in any of our divisional offices at this time and I would not hesitate to recommend him for a Special Agent in Charge of a smaller office in the Bureau's service at the present time.

LEO J. GAUTHIER

Mr. Gauthier has been assigned to the Administrative Division of the Bureau in charge of the Cartographic Section since November 1,

Memo for Mr. Tolson

1939. Gauthier has very limited field experience and it would be necessary for him to have considerable experience in the investigative side of the Bureau before he could be considered for an administrative, supervisor or executive position in the field. He is, however, loyal to the service and has the intelligence to master such an assignment and I would not hesitate to make such recommendation provided he has a sufficient amount of field experience behind him. At the present time he is much more valuable at the Bureau in his present position in the Cartographic Section than he would be in the field.

ROBERT C. GRESHAM

During the period of time Gresham has been assigned to this Division he has been assigned to practically every section outside the Cartographic and Mechanical Section. He has a thorough-rounded administrative experience and has demonstrated his qualifications for supervisory assignment. He has the knack of getting along with people and getting a good day's work out of them. He has had good field experience and I feel that he could advance further in the service. I would have no hesitancy in recommending him today for a Special Agent in Charge in a smaller office of the Bureau and I would also recommend that he be given consideration for further advancement upon his reorientation into the field investigative service.

ALFRED P. GUNSSER

SA Gunsser has been assigned to the Administrative Division since November 15, 1946. During this time he has been handling Budget, Contracts and Finance matters. He is exceptionally well-qualified for these duties. He is most thorough in his approach to any problem and any assignment which is given to him the supervisory official need not worry about it being done properly and on time. Gunsser has had considerable field experience and I feel he will advance in the service. He would be particularly valuable in a supervisory accounting position on the investigative side; however, I would not hesitate to recommend him for Assistant Special Agent in Charge in one of the smaller offices of the Bureau. I feel that he would grow up with the job.

WILLIAM S. HYDE

SA Hyde has been with the Administrative Division since April 17, 1950. During his entire period of assignment he has been assigned to the Personnel Section and has demonstrated a loyalty to the service. I have found him to be quick, intelligent and sincere. He has had good field training and I feel that he could and should advance further in the service.

HAROLD V. KENNEDY

SA Kennedy has been with the Administrative Division for only a short period of time, having been assigned to the Administrative

Memo for Mr. Tolson

Division on October 9, 1950. He impresses me as being quick on the up-take, one who can command a situation and come up with the right answer. He has had considerable field experience and I see no reason why he could not develop further in the Bureau's service.

WILLIAM E. X LEISHEAR

SA Leishear has been assigned to the Administrative Division for only a short period of time, he having been designated a supervisor in this Division on September 26, 1950. During his entire period of time he has been handling personnel matters and he has handled them satisfactorily. He has good investigative background, is loyal to the service, is not afraid of hard work and I feel he could advance further in the service at the present time.

RAYMOND C. X RENNEBERGER

SA Renneberger antedates me in the Bureau. He is completing twenty-five years of service on November 12, 1950. I feel that Renneberger is one of the most loyal employees in the service and he is also ready and willing to do anything for the benefit of the Bureau. I feel that in many instances Renneberger's worth is overlooked. He has a sharp mind and, over the years I have found that he can get to the point of a question and come up with a good answer and good solution with a minimum of delay. He has a knack of being able to supervise people. His section is one which could have continuous difficulty if it ran into supervisory difficulties; yet, he has no difficulties with the employees assigned to him. I feel that Renneberger could advance further in the service. He has had very limited field service and it would, of course, be necessary to give him considerable experience in the field before it could be expected that he could handle an executive or supervisory position in the field. I think he has the ability and with the experience he would have no difficulty with such a position. He has the common horse sense which would stand him in good stead. He is, of course, much more valuable to the Bureau in his present position than elsewhere.

THOMAS F. X RING

SA Ring has been assigned to the Administrative Division only since October 2, 1950. He has been assigned to the Personnel Unit since that time and I have been favorably impressed with the results of the work being performed by him. I understand he has a heart condition; however, he has made no mention of it since he has been assigned to this Division and has carried his part of the load. He

Memo for Mr. Tolson

has had considerable field training and experience. I see no reason why he could not further develop in the Bureau's service.

WILLIAM S. TAVEL

I feel that SA Tavel, who has been assigned to the Administrative Division since July 9, 1950, is the outstanding new Supervisor assigned to this division in recent months. He is handling Special Agent applicant work in the Personnel Section. His comments concerning applicants are particularly pertinent. He handles a good volume of work, is loyal to the service and I feel he will go further in the service within a reasonable period of time. He has a good field background and I personally would not hesitate to recommend him for an Assistant Special Agent in Charge position at the present time.

b6  
b7c

SA [ ] has been assigned to the Administrative Division since May 1, 1949. He has been absent from the Division on several occasions on a special assignment to the Congressional Appropriations Committee. He is an excellent accountant. He has done good supervisory work while assigned to this Division. He has performed most satisfactorily in the handling of Agents' lectures. He has the ability to advance further in the service and could handle, with field reorientation, the Special Agent in Charge position in a smaller office at the present time.

C. LESTER TROTTER

I consider SA Trotter one of the outstanding supervisors in this Division. He has been assigned to the Division since August 4, 1947. He has assumed a great deal of the burden of the applicant recruitment program and he is going into it with enthusiasm and vigor. He is particularly valuable handling ticklish personnel problems and I have called upon him time and again to handle such matters. He has excellent field experience and today he could handle as Agent in Charge one of our smaller offices and he would do a good job as an Assistant Special Agent in Charge in any office in the Bureau.

THOMAS D. WEBB, JR.

Webb's outstanding qualification is his ability to handle liaison duties. He is in charge of the Legislative Unit and is also in charge of Selective Service and reserve commission work handled by this Division, with the result that he has gained in contacts with the various armed services regarding commissions held by Agents. His work

*Memo for Mr. Tolson*

*in this connection has been outstanding. He has a good head on him and he can advance further in the service. Webb has grown up somewhat in the past year and I feel that he will continue to grow. He has had field experience, has been a firearms expert and police school lecturer. There is no doubt about his loyalty and there is no reason why, with proper incentive on his part, he could not advance further in the service.*

## Office Memorandum • UNITED STATES GOVERNMENT

TO : MR. TOLSON ✓  
 FROM : H. H. CLEGG *hcc*  
 SUBJECT: INSPECTIONS *General*

DATE: October 31, 1950

In accordance with your request, there follows a summary of the present inspection assignments.

I. Inspection assignments of those men assigned to the Training and Inspection Division:

T. E. *X* Naughten  
 (only full time  
 field inspector)

Office to be

inspected

Cleveland *insp*Newark *insp*Anchorage *insp*Honolulu *insp*San Diego *insp*Los Angeles *insp*New York *insp*

Inspection

to begin

In progress

Proposed assignment

Proposed assignment

Proposed assignment

Proposed assignment

Proposed assignment

Proposed assignment

B. C. *X* BrownSt. Louis *insp*Little Rock *insp*

11/13/50

11/27/50

J. A. *X* CarlsonButte *insp*Salt Lake City *insp*

11/13/50

11/27/50

G. C. *X* GeartyDenver *insp*

In progress

H. B. *X* LongNew Orleans *insp*Houston *insp*

In progress

11/13/50

F. E. *X* McIntireDallas *insp*

11/20/50

II. Inspections assigned to other Bureau officials:

Assistant Directors

E. J. *X* ConnelleyBoston *insp*Pittsburgh *insp*Charlotte *insp*Richmond *insp*Knoxville *insp*R. T. *X* HarboSecurity Division *insp*Washington Field *insp*

Report being prepared

A. *X* Rosen ✓Norfolk *insp*

11/6/50

S. J. *X* Tracy ✓Cincinnati *insp*

11/6/50

FHM/mr

*memo to Tolson 11/1/50 fhm/mr*  
*ltr to Inspectors checked above 11/2/50*  
*ltr to Brown, Carlson,*  
*Gearty & Long 11/2/50 fhm/mr*

- 1 -

030-1578

11/13/50

75

*Harbo*

Inspectors

A. H. ~~X~~Belmont ✓

N. P. ~~X~~Callahan ✓

E. E. ~~X~~Hargett ✓

C. E. ~~X~~Hennrich ✓

L. L. ~~X~~Laughlin ✓

J. J. ~~X~~McGuire ✓

G. A. ~~X~~Nease

New Haven *Insp*

Albany *Insp*

Memphis *Insp*

Savannah *Insp*

Atlanta *Insp*

Omaha *Insp*

Indianapolis *Insp*

12/4/50

11/27/50

11/27/50

11/6/50

Condition of work  
prohibits setting  
definite date

Condition of work  
prohibits setting  
definite date

In progress

RECOMMENDATION:

This is for your information.

*The inspections listed  
for those officials  
whose names are  
checked should  
be canceled*

*10731*

## Office Memorandum • UNITED STATES GOVERNMENT

TO : MR. TOLSON *1/10*  
 FROM : H. H. CLEGG *MSC*  
 SUBJECT: MORALE -  
 PAYROLL PREPARATION UNIT  
 BUDGET AND ACCOUNTING SECTION  
 ADMINISTRATIVE DIVISION

DATE: 7-18-50

Tolson ☒  
 Ladd ☒  
 Clegg ☒  
 Glavin ☒  
 Nichols ☒  
 Rosen ☒  
 Tracy ☒  
 Egan ☒  
 Gurnea ☒  
 Harbo ☒  
 Mohr ☒  
 Winterrowd ☒  
 Tele. Room ☒  
 Holmes ☒  
 Nease ☒  
 Gandy ☒

Chief Clerk's Office

Attached are a series of memoranda containing the results of interviews conducted with all employees of the Payroll Preparation Unit of the Budget and Accounting Section of the Administrative Division. These interviews were conducted as a result of complaints made during the inspection of several employees of the Unit against [redacted] the Clerical Supervisor. Attached also is a memorandum from Mr. Glavin in connection with this matter.

b6  
b7C

Eleven employees joined in all or part of the general allegations made against [redacted] to the effect that she was not temperamentally suited for supervisory responsibilities, being nervous, easily irritated and upset; that she created a "schoolroom" atmosphere in the Unit; that she does not have real supervisory ability, is unable to answer questions clearly and definitely, is not willing to accept responsibility, consults Mr. W. C. Jackson, her immediate supervisor, on every occasion, is frequently arbitrary, handles employees when errors occur in such a way as to cause hard feelings and emotionally upset them, and has not developed cooperation on the part of subordinate personnel.

During the course of the interviews, many counter-allegations were also made against those complaining. Facts were not developed to support many of the allegations and counter-allegations, some of which appear to be, and are no doubt due to misunderstandings or misinterpretation of intentions. However, it was quite clearly developed that there has been considerable unrest among the personnel of the Unit; that it existed for a considerable period of time; and that it became so bad shortly after [redacted] became Supervisor that it was necessary for Mr. N. P. Callahan, Division #1 Man and who has the over-all supervisory responsibility for the Budget and Accounting Section in which this Unit is located, to conduct a series of interviews with the personnel in connection with this matter. Thereafter, the situation improved, but there is some difference of opinion between the Inspectors and the Administrative Division as to whether this improvement was of a permanent or continuing nature. However, the fact that certain employees voluntarily called the matter to the attention of Inspectors, the nature of the complaints, and the number of recent incidents indicate that the situation is far from satisfactory at this time. Several of the employees, many of those complaining most bitterly against [redacted] have engaged in the use of sarcasm in answering [redacted] have discussed their differences and grievances with [redacted] with each other, and generally have engaged in gossiping and telebearing, which resulted

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JAS:EG/FHM:cmg

(No Attachments)  
 Pers. 9/9

*Memo to Glavin*  
*7-31-50*  
*MSC/amt*  
*Memo to Tolson*  
*8-2-50*  
*WJG*



in the withholding of cooperation from [ ] and the destruction of morale in the Unit, and which was not in the best interests of the Bureau.

As indicated, interviews were conducted with all personnel in the Unit, in view of general statements made that most of them had been involved in the discussions mentioned. All denied any intention to engage in any activity which would be detrimental to the Bureau's best interests. Each employee was reminded of his responsibilities to the Bureau, and all were given ample opportunities to ask questions, make suggestions or comments, and otherwise express themselves concerning the situation, in order that no doubt should exist in anyone's mind as to what the Bureau expected of him in the way of application to duties, cooperation, etc.

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#### CONCLUSIONS AND RECOMMENDATIONS

1. That [ ] was not cooperative when she was a part of the Payroll Preparation Unit; that she was a disturbing influence, having admitted answering her Supervisor sarcastically; that she engaged in gossiping and talebearing, which had the effect of undermining [ ]'s supervision; and that she continued such conversations with other personnel in that Unit even after she was transferred to the Payroll Distribution Unit as a Clerical Supervisor in March, 1950. She certainly would have been expected to thereafter refrain from any further disturbance in the Payroll Preparation Unit.

With reference to [ ] it should be noted that she was the subject of a memorandum written by [ ] dated 10/31/49, formerly Assistant Supervisor of the Unit, complaining concerning [ ]'s conduct on a specific occasion and requesting that she, [ ], be relieved of her duties as Assistant Supervisor of the Unit due to her physical condition, but she also stated: "The strain of being responsible for what others do, when you get no better cooperation than [ ] and I get...added to the fact that I am going through the menopause, keeps me under a tension that at times is too much for me." This memorandum was not placed in file, and the Administrative Division's explanation was that, from an interview with [ ] it appeared the situation had been magnified; that [ ] was admonished for her actions in this regard, and it was felt the procedure followed was adequate under the circumstances. It is also to be noted that [ ] was given "Excellent" on the last Annual Efficiency Report, being given a "plus" on cooperativeness. It was stated that this rating was based on her performance as a Payroll Computer. It is also to be noted that in the latter part of February this employee was designated as Clerical Supervisor of the Payroll Distribution Unit. The Administrative Division states this was based on seniority and that her work performance has always been above average, her work being handled with accuracy and dispatch.

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[ ] appears to have been one of the moving forces in opposition to [ ]'s supervision when she was in the Payroll Preparation Unit and her

Heavin. How could  
she receive Excellent  
in view of the  
admonition?  
2. Yes. How come?  
H.

- 2 -

Heavin - ?  
why not?  
2. Yes. How come?  
H.

continuance of such activities after being transferred from this Unit to another as Clerical Supervisor is believed to warrant severe disciplinary action.

Recommendation: That a letter of censure be addressed to [ ] that she be placed on probation, that she be removed as Clerical Supervisor of the Payroll Distribution Unit and that she be transferred from this Unit.

Mr. Glavin concurs.

*I agree & transferred from this Div. 7/20*

2. That [ ] has engaged in remarks, gossip and discussions which, though she disclaims intention to do so, had the effect of undermining [ ]'s supervision of the Unit. She admitted discussing her grievances and disagreements with [ ] with other personnel and, from comments made by several, she continues to be one of the focal points for much of the gossip and dissension, (she was at one time charged with the training of new employees), and her influence in this connection is not in the best interests of the Bureau. She was referred to by more than one person as the "ringleader" of the opposition to [ ]

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Recommendation: That [ ] be sent a letter of censure, be placed on probation and be removed from the Payroll Preparation Unit.

Mr. Glavin concurs.

*I agree & transferred from this Div. 8/1*

3. That with reference to [ ] it should be noted that she also has been prominently mentioned in connection with gossip and discussions among the personnel. When first interviewed, she denied having discussed this situation with others, but later admitted doing so. Furthermore, her attitude on being interviewed was described as supercilious in view of her comment that she did not discuss the matter with Mr. Egan, who conducted an official interview during the inspection, because she didn't think it would do any good; that she had discussed it at length with Mr. Callahan and nothing was done about it.

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Recommendation: That a letter of censure be directed to [ ] that she be placed on probation and that she be transferred from the Payroll Preparation Unit.

Mr. Glavin concurs.

*I agree & transferred from this Div. 8/1*

4. That with reference to [ ] and [ ] both have freely admitted engaging in discussions with others concerning the supervisory qualifications of [ ]. In addition, [ ] is said to have done other annoying things, and [ ] was reported to have been argumentative and difficult at times. Although their conduct has been censorious in nature, it should be stated that both were fully frank and cooperative from the outset in connection with this inquiry.

Recommendation: That letters of censure be directed to [ ] and [ ] placing them on probation and that they be transferred from the Payroll Preparation Unit.

Mr. Glavin concurs.

*Agree & from the  
- Winston - H.*

5. With reference to [ ], as indicated earlier in this memorandum, eleven employees presently or formerly assigned to the Payroll Preparation Unit made critical statements concerning her capacity as a Supervisor. Many of them stated that they felt she was not emotionally, temperamentally or otherwise suited for the position. In addition, two employees, both of whom are friendly with [ ] and sympathetic toward her efforts to supervise the Unit, made comments when interviewed that [ ] became "edgy" and was "short" at times when handling personnel; that she was difficult to understand since she goes into so much detail at times; and that her answers to questions become confusing. While many of the allegations made concerning [ ]'s qualifications as a Supervisor were no doubt overstated and her motives misunderstood, it does appear that she has some shortcomings as a Supervisor, which is not surprising considering her past experience. She showed signs of nervousness when being interviewed. She admitted certain actions, such as rapping on her desk lamp for attention, and carrying on conversations with other personnel seated at their desks when she was seated at her desk in the front of the room. These actions, and others of a like nature, are alleged by personnel to have resulted in a feeling that they were being treated like school children.

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[ ] has exhibited poor judgment at times. She has made remarks, such as, "I am losing my mind." She walks hurriedly through the room at times, disturbing others, which is not becoming to a Supervisor. She has not exercised sufficient supervisory authority, having referred too many things to Mr. W. C. Jackson. She lacked control over some of the personnel. She does not answer questions well, as she goes into so much detail and background that the point is often obscured. This was observed during the interview with [ ] which was therefore unusually lengthy. The number of instances employees have become emotionally upset when being corrected suggests a lack of real tact in handling people. The general condition of morale suggests a lack of ability on her part to develop real cooperation on the part of subordinates and make the Unit function smoothly.

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It should be stated, however, that [ ] has not had the full cooperation of personnel during her tenure as Supervisor. Some subordinates have engaged in gossiping, talebearing and other activities, which had the effect of making her job as Supervisor more difficult than it should have been. It should also be noted that she had a limited time, less than two days, for on-the-job instructions and training with the Supervisor who preceded her. Furthermore, she is a very intelligent and conscientious person and is entirely loyal to the Bureau. The shortcomings mentioned above are not believed to reflect a lack of native intelligence or ability but a lack of experience and a need for instruction and training in the duties, responsibilities and functions of a Clerical Supervisor. It was also stated that she was the best choice of the personnel available at the time she was designated Clerical Supervisor, and probably is still the best qualified person in the Unit for this assignment.

In view of the over-all condition of the morale in the Payroll Preparation Unit; in view of [redacted]'s inability to cope with this situation; in view of her inability to demand and receive the cooperation and respect of the various employees in this Unit; and in view of her failure to continually keep Mr. W. C. Jackson, Inspector N. P. Callahan and Assistant Director W. R. Glavin appropriately advised of the condition which was in existence, it is not felt she is qualified to continue as a Clerical Supervisor.

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Recommendation: That [redacted] receive a letter of censure and that she be removed as Clerical Supervisor of the Payroll Preparation Unit.

6. That Mr. Glavin, Mr. Callahan and Mr. Jackson did not take sufficient administrative action to completely correct the situation. Considerable information was obtained as to their handling of the designation of [redacted] as the Supervisor and the subsequent handling of the problems of this Unit. There is no doubt that the situation was somewhat improved as a result of the interviews conducted, but certainly administrative action, in addition to the interviews themselves, was warranted, and this condition should have been made a matter of record. In this connection, the Administrative Division indicated that they felt the situation had materially improved as a result of the interviews conducted and they felt that the personnel situation had improved to the point where it could be regarded as satisfactory, and has continued to be such. However, it is to be noted that personnel incidents have since occurred. The fact that several persons voluntarily complained to the inspection staff, the number and nature of the complaints, and recent incidents all indicate that the situation has not been entirely corrected.

Recommendation: A. That Mr. W. C. Jackson, who is the immediate Supervisor of [redacted], receive a letter of censure. This recommendation is being made in view of Mr. Jackson's failure to be completely aware of the personnel situation which was in existence in the Payroll Preparation Unit and in view of his failure to take appropriate remedial action when information was brought to his attention by [redacted].

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B. It is recommended that Inspector N. P. Callahan receive a letter of censure. This recommendation is being made in view of his failure to completely and permanently handle this personnel situation when it was called to his attention several months prior to this inspection and in view of his failure to keep currently aware of the situation in existence in the Payroll Preparation Unit.

C. That Assistant Director W. R. Glavin receive a letter of censure. This recommendation is being made in view of Mr. Glavin's failure to appropriately and completely resolve this situation when it was first brought up several months prior to this inspection and in view of his failure to keep currently advised of the situation in existence.



7. That several other personnel have participated to a lesser degree in discussions, spreading their personal grievances against [redacted]. All deny having done so with the deliberate attempt to adversely affect the Bureau's interests. All have been interviewed and their responsibilities pointed out to them. All have pledged cooperation.

Recommendation: That no action be taken as to employees other than specifically mentioned herein, but that the matter be followed most closely by supervisory personnel and specific recommendations made in the event of future difficulties. *Consent. H.*

8. That [redacted] a clerical employee who has been given an opportunity to handle a computer's desk, has had an opportunity to do so but has not successfully demonstrated her ability in this connection. Her lack of progress and inability to keep her desk up to date have been the subject of considerable discussion. She was assigned to such a desk in August, 1949, and has not yet been able to handle her share of the payroll for any given pay period without help from other computers. [redacted] has repeatedly reported her lack of aptitude and progress. It is noted in this connection that Mr. Glavin stated he had now instituted action to remove [redacted] from this assignment, which has been done. *Why did it take so long to remove? H.*

Recommendation: That her progress be closely followed in her new assignment and a special efficiency report be submitted in 60 days specifically commenting on her progress in her new position. *U.S. H.*

9. That the Unit is overstaffed as to computers and clerks. There is now a total of 25 persons on the rolls for this Unit; 23 are in an active status. Several persons, when interviewed, indicated that there was not enough work to keep them busy, especially during the noncomputing week, and that this fact contributed materially to the personnel situation in that they freely engaged in conversations of an unofficial character during their slack periods. It is believed that the active staff of this section could be reduced from 23 to 19 employees providing all of these employees were experienced. In view of the fact, however, that it is being recommended that some of the key personnel of this Unit be transferred, it is believed that the active staff should be reduced from 23 to 21 people, assigned as follows: 1 Supervisor, 1 Assistant Supervisor, 16 Computers and 3 Clerks. It is further felt that all work incidental to the work on the Computers' desks should be handled by the Computers during the noncomputing week. Much of this incidental work is now done by general clerical employees. *This is shocking & disgraceful. H.*

Recommendation: That all Computers handle the filing of their own time and attendance cards, prepare the folders for such cards, prepare their own payroll cards and perform such other functions as may be available to keep them fully occupied during the noncomputing week, and that the staff of the Unit be reduced to 21 active employees, including 1 Supervisor, 1 Assistant Supervisor, 16 Computers and 3 clerks. *Agreed that it is to be reduced to 19 - not 21. H.*

The Administrative Division also feels that the staff should be reduced to 21 active employees. This is said to be based on their detailed knowledge of the work of the Unit. *It is to be 19 not 21. N.*

It is further recommended that Mr. Glavin closely follow the progress of this Unit with a view to further reduction in personnel. *There has already been little or no supervision. D.*

10. That a Special Agent be designated to supervise the Payroll Preparation Unit. In this regard it may be noted that Mr. W. C. Jackson recommended that an Agent be designated as Supervisor and such was done about 2 months prior to the inspection when Special Agent [redacted] was assigned as Supervisor. Shortly after his assignment, however, he was sent on special assignment out of the Bureau. Mr. Glavin is in concurrence with this recommendation and recommends that Mr. R. C. Gresham be assigned to supervise this Unit. *Why did [redacted] go & why? D.*

Recommendation: That a Special Agent be designated to supervise the Payroll Preparation Unit.

If you concur in the above recommendations, the appropriate letters of censure are attached.

Attachments

*I agree  
7/19/50*

This does not speak  
well for Glavin and  
Callahan's supervision  
of this work.  
A re check should be  
made of this Unit  
at the end of 30 days

*Yes but I want to  
see personnel summary  
before selecting anyone  
as this Unit has been  
abominably handled.  
D.*

*Very behind-  
ly. Mr. Glavin  
& Callahan  
have been  
grossly in-  
competent  
in permitting  
this complete  
neglect to develop  
& then continue  
unabated.*

MR. TOLSON

September 5, 1950

J. P. MOHR

**ALLEGED GAMBLING ACTIVITIES  
IN PAYROLL PREPARATION UNIT  
OF ADMINISTRATIVE DIVISION**

Reference is made to the attached memorandum dated August 29, 1950, from Special Agent Supervisors H. L. Edwards and R. C. Gresham concerning alleged gambling activities of the Payroll Preparation Unit of the Administrative Division.

It is noted that the Director has approved the recommendations in this memorandum and was of the opinion that Messrs. Glavin and Callahan, and perhaps some other supervisory personnel in the Administrative Division, were culpable in not having been alert to the conditions in the Payroll Preparation Unit.

It is felt that in addition to Messrs. Glavin and Callahan receiving letters of censure in respect to this matter, that a letter of censure go forward to clerical supervisor [redacted] who also had supervisory control over the Payroll Preparation Unit. Miss [redacted] was the actual, immediate clerical supervisor of this section when the incidents alleged in this memorandum took place, however, she has since been demoted from her supervisory position and has been transferred to a clerical position in the Washington Field Office. It is not felt that any further action should be taken with respect to [redacted] since it has already been demonstrated that she was not a competent clerical supervisor and much of the dissension and activities of the unit were attributable to her poor supervision. Messrs. Glavin, Callahan, and [redacted] should have been sufficiently close to the section to have been aware of the activities going on there, and consequently it is felt that they should receive letters of censure.

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I have also determined with respect to [redacted] who has not as yet been interviewed concerning the gambling activities in the Payroll Preparation Unit, that she was granted annual leave commencing 12:30 p.m. August 8, 1950, through 5:30 p.m. September 8, 1950, for a period of 22 days and 5 hours. [redacted] entered on duty in the Bureau on [redacted] and is presently in Grade GS 3, \$2970 per annum. She is married and is a high school graduate. Her husband is also employed in the Bureau. By letter dated July 13, 1950, [redacted] was advised that she was being transferred from her position as Voucher Clerk in the Payroll Preparation Unit to the Leave Section as a Leave Clerk with no change in grade or salary, which transfer was effective July 23, 1950. This transfer was effected due to [redacted]'s inability to properly handle the duties of Voucher Clerk in the Payroll Preparation Unit. On July 17, 1950, Mr. Callahan

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b7C

Tolson  
Ladd  
Clegg  
Glavin  
Nichols  
Rosen  
Tracy  
Harbo  
Mohr  
Tele. Room  
Nease  
Gandy

Attachment

JPM:pc

rated [ ] Fair and said that she had been extremely slow in performing her work, had encountered some difficulty in grasping details, that although she worked hard and tried to become a successful Payroll Computer, nevertheless it was determined that she was not suited for that work and arrangements were made to relieve her of that assignment and transfer her to the Leave Unit. On July 27, 1950, Mr. Gresham, the Special Agent Supervisor of the Payroll Preparation Unit, recommended that [ ]'s work be closely supervised for the next 60 days in the Leave Unit and upon the expiration of that period a special efficiency rating be submitted reflecting her progress while in that unit. In the attached letter of censure to Mr. Glavin he is being requested to submit a letter of explanation for the approval of a month's leave of absence to [ ] in view of her unsatisfactory status on the Bureau's roll. b6 b7C

At the Executives Conference this morning, consisting of Messrs. Tolson, Ladd, Tracy, Clegg, Glavin, Belmont, Rosen, Harbo, Sizoo, and Mohr, Mr. Mohr very forcibly advised the members of the Conference under no circumstances will any type of gambling activities be tolerated or permitted during official working hours or on premises occupied by the Bureau. The Conference was specifically advised that this includes all types of gambling activities regardless of how minor some Bureau officials might consider such activities, and that it specifically included poker pool as well as pools on the World Series, football games, and specific races such as the preakness and Kentucky Derby. The Conference was advised that any employees found engaged in such conduct during official working hours or on Bureau premises at any time would be the recipient of extremely severe disciplinary action.

There are attached appropriate letters of censure to Messrs. Glavin, Callahan, and W. C. Jackson.

There is also attached a memorandum to all Bureau Officials and Supervisors regarding the unauthorized use of Bureau telephones.

There are also attached the necessary communications effecting the recommendations set forth in the attached memorandum dated August 29, 1950, from Messrs. H. L. Edwards and R. C. Gresham to Mr. Glavin.





United States Department of Justice  
Federal Bureau of Investigation  
Washington, D. C.



Director  
Federal Bureau of Investigation  
United States Department of Justice  
Washington, D. C.

Dear Sir:

For inclusion in the fund to be paid to the designated beneficiary of any Special Agent of the FBI who has previously contributed to this fund and who dies from any cause except self-destruction while employed as a Special Agent, I am forwarding herewith (by CHECK ~~MONEY ORDER~~) the sum of \$10, payable to the Chief Clerk of the FBI, to be included in said fund. Payment will be made for death by self-destruction after the Agent has been a member of the fund for two years. It is understood and agreed that the sum tendered herewith is a voluntary, gratuitous contribution to said fund which I understand is to be administered in the following manner.

The Director of the FBI will appoint a committee which shall consider all matters pertaining to the acquisition, safe keeping and expending of said fund, which committee will recommend appropriate action to the Director in pertinent matters. The Chief Clerk of the FBI shall receive all contributions and account for same to the Director. Upon the death of any Special Agent who is a member of said fund the appointed committee will consider the case and submit a recommendation to the Director as to its conclusions. Appropriate instructions will then be issued to the Chief Clerk, directing him to pay to the designated beneficiary the sum of \$10,000. The following person is designated as my beneficiary for FBI Agents' Insurance Fund:

Name LILLIAN P. CALLAHAN Relationship WIFE Date 9-22-50

Address 1301 BUCKHANNAN ST, N.E. - D.C.

The following person is designated as my beneficiary under the Chas. S. Ross Fund providing \$1500. death benefit to beneficiary of agents killed in line of duty.

Name SAME AS ABOVE Relationship \_\_\_\_\_ Date 67 - NOT RECORDED

Address \_\_\_\_\_

*ack*

SEP 6 1950

*Jew*

Very truly yours,

*M. P. Callahan*

Special Agent

*3 / W R G*

September 5, 1950

Mr. Nicholas P. Callahan  
Federal Bureau of Investigation  
Washington, D. C.

*Mr. Glavin  
9/11/50*

Dear Sir:

I have had an opportunity of reviewing the memorandum with respect to the alleged gambling activities which occurred in the Payroll Preparation Unit, which was under your immediate supervision. As a result of the conditions which were found in that unit during the recent inspection of the Administrative Division, and the gambling activities which were recently disclosed as having occurred in that unit, I am led to the inescapable conclusion that you did not afford this unit proper supervision and control. It was your responsibility to be alert to detect such activities on the part of employees in the unit and to take corrective steps promptly. This you failed to do.

I want you to understand that these incidents are a very serious reflection on you as a supervisor and it will not be possible to continue you in your present capacity in the event you do not take the necessary steps to eliminate such situations occurring in the future. It should not be necessary to call such a matter to your attention again; however, in the event of a recurrence it may be necessary to remove you from your supervisory position at the Seat of Government.

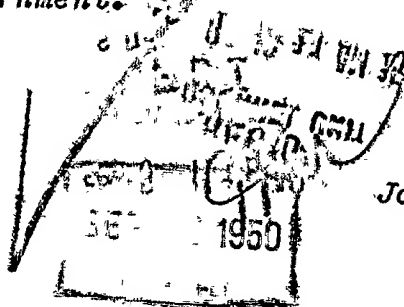
Very truly yours,

John Edgar Hoover  
Director

Tolson \_\_\_\_\_  
Ladd \_\_\_\_\_  
Clegg \_\_\_\_\_  
Glavin \_\_\_\_\_  
Nichols \_\_\_\_\_  
Rosen \_\_\_\_\_  
Tracy \_\_\_\_\_  
Harbo \_\_\_\_\_  
Belmont \_\_\_\_\_  
Mohr \_\_\_\_\_  
Tele. Room \_\_\_\_\_  
Nease \_\_\_\_\_  
Gandy \_\_\_\_\_

CC: Mr. Glavin

JPM:pc



RECEIVED - DIRECTOR  
F B I  
U. S. DEPT. OF JUSTICE  
SEP 5 7 34 PM '50  
RECEIVED READING ROOM  
SEP 5 9 06 PM '50

## Office Memorandum • UNITED STATES GOVERNMENT

TO : Mr. Clegg *AC*  
 FROM : W. R. Glavin *Glavin*  
 SUBJECT: SPECIAL SUPERVISORS' CONFERENCE -  
 PREPARATION OF MEMORANDA *Chief Clerk's Office*

DATE: July 10, 1950

Tolson \_\_\_\_\_  
 Ladd \_\_\_\_\_  
 Clegg \_\_\_\_\_  
 Glavin \_\_\_\_\_  
 Nichols \_\_\_\_\_  
 Rosen \_\_\_\_\_  
 Tracy \_\_\_\_\_  
 Harbo \_\_\_\_\_  
 Mohr \_\_\_\_\_  
 Tele. Room \_\_\_\_\_  
 Nease \_\_\_\_\_  
 Gandy \_\_\_\_\_

Reference is made to the Director's memorandum dated July 10, 1950, advising that a Special Supervisors' Conference would be held in connection with the preparation of memoranda.

You are advised that the Agents of the Administrative Division will attend as follows:

*Returned from Sp. Assg. 7/15/50*  
*AC* N. P. Callahan  
*AC* R. Davidson  
*AC* E. Edwards  
*AC* J. Gauthier  
*AC* R. C. Gresham  
*AC* A. P. Gunsser  
*AC* R. C. Renneberger  
*AC* C. L. Trotter  
*AC* W. S. Tavel

July 12th  
 July 14th  
 July 12th 14th  
 July 14th  
 July 12th 14th  
 July 11th  
 July 11th  
 July 14th  
 July 14th  
 July 12th

b6  
 b7C

67-80001-1041

Special Agents H. L. Edwards, W. E. Clark and T. D. Webb will not be in attendance inasmuch as they are on annual leave. Special Agent [ ] will not be in attendance since he is on detached special assignment.

RGG:VH

FEDERAL BUREAU OF INVESTIGATION

38100

July 20, 1950

Mr. W. P. Callahan  
Federal Bureau of Investigation  
Washington, D. C.

Dear Sir:

During the recent inspection of the Payroll Preparation Unit of the Administrative Division, it was determined that a most unsatisfactory morale problem was in existence. Some personnel in this unit were openly discussing the ability or lack thereof of their immediate Supervisor, they were engaging in gossip and talebearing and the Supervisor, though cognizant of this problem, was not able to appropriately handle it. You were aware of the existence of this problem several months before the inspection was conducted. I am very much displeased that you failed at that time to take appropriate action to rectify this situation. Such failure to act on the part of Bureau officials will not be tolerated and must not recur.

Very truly yours,

JUL 28 1950  
J. Edgar Hoover

John Edgar Hoover  
Director

43961-191

cc-Mr. Glavin (CONFIDENTIAL)

Tolson  
Ladd  
Clegg  
Glavin  
Nichols  
Rosen  
Tracy  
Harbo  
Belmont  
Mohr  
Tele. Room  
Nease  
Gandy

FHM:DMC

MAILED 12  
JUL 20 1950  
COMM - FBI

JUL 20 1950  
U.S. DEPT. OF JUSTICE  
FBI  
RECEIVED - DIRECTOR

RECEIVED RESEARCH DIV  
JUL 20 1950  
FBI  
U.S. DEPT. OF JUSTICE

NAME: NICHOLAS P. CALLAHAN

POSITION: INSPECTOR

E.O.D. 3/4/35 (Clerk)  
6/26/39 (Agent)

SALARY: \$9000.00

OFFICES OF PREFERENCE: None

ASSISTANT DIRECTOR GLAVIN:

Mr. Callahan has been Number One Man of the Administrative Division for several years past and has performed his duties in an outstanding manner. I have always been able to call on him under any circumstance and he has been ready and willing to subordinate his personal commitments to those of the Bureau. He performs long hours of overtime without complaint and has at no time requested any compensatory leave.

Callahan is thoroughly familiar with all of the duties of the Administrative Division. As a matter of fact he has substituted for me for the past three months and has done an outstanding job. Working with a limited staff, which we do, necessitates over-all understanding of the Division and I feel that Callahan is fully capable of handling the Division from an administrative standpoint without further training.

INSPECTOR LONG:

Callahan presents a good appearance and is intelligent and aggressive. He exercises good judgement and is an excellent administrator. I would class him far above average in all respects.

Inspection Report  
Administrative Division  
Section: Budget and Accounting  
Inspector Long  
Interviewed by: Inspector Egan  
Date: June 15, 1950

11 JUL 28 1950

67 - NOT RECORDED  
*[Handwritten signature]*

FROM

DO-7

OFFICE OF DIRECTOR, FEDERAL BUREAU OF INVESTIGATION

TO  
OFFICIAL INDICATED BELOW BY CHECK MARK

Mr. Tolson	_____	( )
Mr. Clegg	_____	( )
Mr. Glavin	_____	( )
Mr. Ladd	_____	( )
Mr. Nichols	_____	( )
Mr. Rosen	_____	( )
Mr. Tracy	_____	( )
Mr. Gurnea	_____	( )
Mr. Harbo	_____	( )
Mr. Belmont	_____	( )
Mr. Mohr	_____	( )
Mr. Nease	_____	( )
Miss Gandy	_____	( )

See Me \_\_\_\_\_ ( )  
 Note and Return \_\_\_\_\_ ( )  
 For Your Recommendation \_\_\_\_\_ ( )  
 What are the facts? \_\_\_\_\_ ( )

Remarks:

*note attached*

*H.*

*memo to Glavin  
6/5/50 JVC*

*Refer to 161072-136*

*zja*

1. I note House has been kept as a Resident Apt at Delma since Sept 1947 though his rating is only "very good" & Inspector says his record is not outstanding. Why are men of this type designated as Residents & why so retained for over 2 1/2 yrs. I have again & again expressed my concern re Residents & indicated the need of close review by SAC & Dept of Govt.
2. Why <sup>J.E.X.</sup> was Jones removed from probation so shortly after he was placed on it. I would certainly think an A.D.C. as delinquent as he had been should have been kept on probation for a longer period.

3. I also am amazed that we give a "very good" rating to a man so atrociously indifferent towards his responsibilities. This is very bad reminding of efficiency ratings by the Administrative Div.

4. Jones is not to be used as a Resident or in any supervisory capacity without specific approval by me.

5. There is no reference in the summary as to whether facts alleged by Driskell in his No. 1 Charge re storage of our equipment in Mobile - is this true? Why does everyone brush this off - from Mumford - Callahan - to Mohr? H.



- 3
6. No one has queried  
Mumford re his handling  
M.P. X of the interview.  
Realize D is unstable  
but his statements re  
J.K. X Mumford sound all too  
true. It should not be  
just brushed aside.
7. This summary & review is  
certainly not to the credit  
M.P. X of Callahan & Mohr.  
J.P. X  
It has been miserably  
prepared.

d

Memo, Edwards to Glavin  
6/5/50, PC

*Walter*

<sup>0</sup>  
Ralph D. House  
X Administrative Unit

67-161072-139
Searched
Numbered 26
Filed
JUN 12 1960
FEDERAL BUREAU OF INVESTIGATION

*[Signature]*

OWC:cr

ADMINISTRATIVE RELATIONS

RE: Retention of Original Memorandum

Inspector Long:

There was found in a file cabinet drawer in Room 5511 an original memorandum dated July 14, 1948 from N. P. Callahan to Mr. Tolson regarding "audit of SIS Funds by General Accounting Office." This memorandum reflected that the General Accounting Office auditors had requested certain data in connection with their audit of SIS funds. The memorandum was prepared for the purpose of having Mr. Tolson approve the information attached thereto which was to be turned over to GAO auditors pursuant to their request. The memorandum and attachments were being retained in Room 5511 inasmuch as the GAO auditors have not returned to pick up their material and complete their audit.

Your explanation and the explanation of Inspector N. P. Callahan and Supervisor A. C. Jackson should be made regarding the necessity for retaining the original memorandum dated July 14, 1948.

Recommendation:

It is recommended that the original memorandum and yellow copies of the attachments which have been initialed be sent to the Records Section for recording and filing. The memoranda specifically requested by the GAO auditors should be retained in the Budget Unit until such time as the GAO auditors return to complete their audit.

Assistant Director Olavin (N. P. Callahan):

The original memorandum and yellow copies of the attachments referred to above have been sent to the Records Section for recording and filing.

I do not feel that an explanation is necessary from

Inspection Report  
Administrative Division  
Budget and Accounting Section, Budget Unit  
Inspector Long  
May 3, 1950

2 JUL 28 1950  
✓ PERSONNEL FILE  
[N. P. CALLAHAN]

Supervisor J. C. Jackson since he was merely the  
custodian of this material upon the instructions of  
Mr. Callahan.

ADMINISTRATIVE OPERATIONSRe: Retention of MaterialInspector Long:

Considerable material of Inspector M. P. Callahan was found on hand at various points, which material was being held to be filed or already filed, all of which is for reference purposes. This material was found at various points and a sampling reflected the following:

- (1) In a desk tray in Inspector Callahan's office there was a copy of the magazine, "Think," for December, 1949; a copy of International Criminal Police Review for December, 1949; FBI Law Enforcement Bulletin for May and July, 1949; and a copy of the Investigator for September, 1949.
- (2) In the desk of Inspector Callahan there was a collection of material to be filed consisting of Bureau Bulletins, ticklers, and SAC Letters. For instance, there were tickler copies of delinquency reports for the Budget and Accounting Section dated December, 1949; Revision No. 30 of the Manual of Rules and Regulations dated January 6, 1950; ticklers of memoranda in connection with the Agents' Insurance Fund dated November 3, 1949, and December 6, 1949; Bureau Bulletin No. 57 dated November 15, 1949; instructions to officials and supervisors from the Director dated November 29, 1949, relative to FBI forms and the bi-monthly pistol practice; SAC Letter No. 109 dated December 9, 1949, together with other similar material.
- (3) In a tickler book in the desk of Inspector Callahan there was found the original and abstract of a memorandum from Mr. Callahan to Mr. Glavin dated August 1, 1949, relative to a conference with Bureau of the Budget employees concerning the utilization of personnel folders and the maintenance of records. This memorandum bore notations of Mr. Glavin and Mr. Tolson's Office.

Inspection Report  
Administrative Division  
Section: Front Office  
Inspector Long  
May 3, 1950

PERSONNEL FILE  
M. P. CALLAHAN

60

- (4) A four-drawer safe file cabinet in Inspector Callahan's office contained material maintained by him for reference purposes and a sampling of its contents reflected an envelope labeled "Inspector's Material for Lecturing." This contained as examples two copies of SAC Letter No. 104 dated August 11, 1947, relative to the work week; salary tables dated May 31, 1946, and June 14, 1946; and a copy of the Washington Field Office inspection report dated February 24, 1945, in a folder labeled "Pay Act and Overtime." The last item was a copy of a memorandum to Mr. Glavin by Mr. Jackson dated July 24, 1947, setting forth the estimated cost of overtime for 1,000 employees in the Identification Division for eleven months of the fiscal year 1947. A folder for charity drives reflected material on the Red Cross drive for March, 1943. There was a folder of white memoranda from Mr. Glavin to Mr. Callahan dating back to March, 1947, which memoranda were of an instructional and informative nature such as a memorandum dated June 17, 1947, relative to a conversation Mr. Glavin had with ASAC Hatter at Memphis concerning their need for more automobiles, Mr. Glavin stating therein he told Mr. Hatter that he could not assign them. Another such memorandum was dated August 9, 1947, telling Mr. Callahan to take up at the executives' Conference a suggested Bureau Bulletin on annual leave. In a miscellaneous folder there were found a pink memorandum from Mr. Nichols to Mr. Glavin dated August 7, 1947, relative to his expense account; a territorial allocation list which was Bureau Bulletin No. 12 dated February 16, 1944, and which is outdated; a white memorandum of Mr. A. L. Lee to Mr. Glavin dated June 23, 1946, having to do with a suggested inventory system for the Supply Room; and the original with abstract of a memorandum from Mr. Callahan to Mr. Glavin dated June 12, 1946, having to do with the Health Service at the Walker Building. In this cabinet were the In-Service class notes of Inspector Callahan for 1944 and 1945. Also in one drawer was found a ledger book together with bank statements and cancelled checks in connection with a U. S. Government baseball league dating from 1936 to 1941.

- (5) In Room 5517 in a five-drawer file cabinet in a drawer labeled "Forms," there was found four folders of material having to do with the 1949 American Red Cross campaign in which there was a collection of copies and/or originals of white memoranda, pink memoranda, blue memoranda, tabulations, and other material dealing with this drive dated the first part of 1949. There was also a folder of Community Chest fund data dated the latter part of 1947 and a folder containing Community Chest fund data dated the latter part of 1949.
- (6) In Room 5517 in the work box of employee [redacted] there was a folder of material to be filed. This contained the November 29, 1949, instructions to officials and supervisors dealing with FBI forms and the bi-monthly pistol practice; a copy of the November 25, 1949, instructions to officials and supervisors dealing with communications; a typed copy of a proposed SAC letter on time and attendance reports dated September 27, 1949; a mounted portion of the July 6, 1949, Federal Register relative to a statement of policy under the Federal Property and Administrative Services Act of 1949; three copies of the April 3, 1950, instructions to officials and supervisors relative to the semiannual conference for April 5, 1950, and firearms training for April 10, 1950; and a copy of the March 7, 1950, notice to employees relative to the graduation exercises for the 43rd session of the FBI National Academy which was held March 31, 1950.

As previously stated, all the above material was that of Inspector N. P. Callahan even though found at other points. It is desired that you set forth your explanation as well as that of Inspector Callahan as to why this material, particularly the white memoranda of June 23, 1946, June 12, 1946, and August 1, 1949, and those from yourself to Mr. Callahan have been retained and the necessity for the continued retention of this material, bearing in mind current regulations as to the retention of copies of material and pink memoranda and the regulations as to the retention of material by Agents set forth on pages 8 and 9a of the FBI Handbook.

Recommendations:

- (1) The material on hand to be filed should first be scrutinized to eliminate that which has no retention value. The rest

b6  
b7c

should be promptly and properly filed and such done in the future.

(2) The white memoranda should be sent to the Records and Communications Section or otherwise appropriately disposed of.

(3) The material in the four-drawer safe file should be immediately and carefully evaluated as to the necessity for continued retention, retaining only that material where it is reasonable to presume it has a current or near future reference value, bearing in mind the availability of and permanent retention of like material at other points in the Bureau such as the Records and Communications Division. Any material retained in the future should be on the same basis and you should be continually alert to promptly and appropriately dispose of items retained in the future where their continued retention is not reasonably justified.

W. R. Glavin (N. P. Callahan):

With reference to the memorandum of June 12, 1946, referred to, it is to be noted that this is a rough draft of a memorandum dealing with this subject, as evident from the notations and markings thereon. However, since this memorandum has served its purpose it has been destroyed.

With reference to the memorandum of June 28, 1946, this is one of a series of memoranda which were prepared at the time we were considering the installation of the MeSee System incident to our inventory and supply set up and a subsequent memorandum was prepared recapping all information incident to this system which has been sent to files. Accordingly, this memorandum which is of no current value is being destroyed.

In connection with the memorandum of August 1, 1949, concerning the conference with Bureau of the Budget employees concerning the utilization of personnel folders and the maintenance of personnel records, this is being carried in the writer's current work box pending a visit from the representatives of the Bureau of the Budget who are to again confer with the writer with reference to our Personnel Action Unit of the Personnel Section with a view of streamlining some of our procedures in operation there, if possible, and as soon as this conference has been held the material referred to will be sent to files. In the meantime the writer has arranged to have the mail put on record. For your information, it is understood that the Bureau of the Budget representatives expect to get together with Bureau representatives early in June in connection with this subject matter.



I have already disposed of a considerable amount of the material referred to above by the Inspector which no longer is of any value and shall continue to review this material in order to eliminate all valueless items and shall maintain such files in a current condition in the future.

With reference to the recommendations, Nos. 1, 2 and 3, of the Inspector, the suggestions and instructions set forth therein will be complied with immediately.

## Office Memorandum • UNITED STATES GOVERNMENT

TO : MR. TOLSON

DATE: 5/12/50

FROM : N. P. CALLAHAN

SUBJECT:

Tolson ☒  
 Ladd ☐  
 Clegg ☐  
 Glavin ☒  
 Nichols ☒  
 Rosen ☐  
 Tracy ☐  
 Harbo ☐  
 Mohr ☐  
 Tele. Room ☐  
 Nease ☐  
 Gandy ☐

Reference is made to my memorandum to you of May 12, 1950, concerning the effect of the cuts of the Taber and Jensen Amendments to the Bureau's 1951 Appropriation in which I indicated that under the combined Taber and Jensen Amendment the overall cut would amount to \$8,325,606.

I regret to advise you that this was an error; the correct amount being \$7,325,606. I regret that I did not double check this figure prior to the submission of my memorandum to you, and I have no excuse to offer for this error. I recommend that a letter of censure be directed to me.

NPC:amb

67-43961-190

MAY 13 1950

FEDERAL BUREAU OF INVESTIGATION

36

very bad

FILE

# REPORT OF EFFICIENCY RATING

ADMINISTRATIVE-UNOFFICIAL ( )  
OFFICIAL:  
REGULAR ( ) SPECIAL ( )  
PROBATIONAL ( )

As of 4-1-50 based on performance during period from 4-1-49 to 3-31-50

Nicholas P. Callahan

(Name of employee)

Inspector, GS-14, \$9000

(Title of position, service, and grade)

Administrative Division, FBI, Department of Justice, Washington, D. C.

(Organization—Indicate bureau, division, section, unit, field station)

ON LINES BELOW MARK EMPLOYEE	1. Study the instructions in the Rating Official's Guide, C. S. C. Form No. 3823A. 2. Underline the elements which are especially important in the position. 3. Rate only on elements pertinent to the position. a. Do not rate on elements in <i>italics</i> except for employees in administrative, supervisory, or planning positions. b. Rate administrative, supervisory, and planning functions on elements in <i>italics</i> .	CHECK ONE: Administrative, supervisory, or planning <input type="checkbox"/> All others <input type="checkbox"/>
V. if adequate		
- if weak		
+ if outstanding		

- \_\_\_\_ (1) Maintenance of equipment, tools, instruments.
- \_\_\_\_ (2) Mechanical skill.
- + (3) Skill in the application of techniques and procedures.
- \_\_\_\_ (4) Presentability of work (appropriateness of arrangement and appearance of work).
- + (5) Attention to broad phases of assignments.
- + (6) Attention to pertinent detail.
- \_\_\_\_ (7) Accuracy of operations.
- + (8) Accuracy of final results.
- + (9) Accuracy of judgments or decisions.
- + (10) Effectiveness in presenting ideas or facts.
- + (11) Industry.
- + (12) Rate of progress on or completion of assignments.
- + (13) Amount of acceptable work produced. (Is mark based on production records? \_\_\_\_\_) (Yes or no)
- + (14) Ability to organize his work.
- + (15) Effectiveness in meeting and dealing with others.
- + (16) Cooperativeness.
- + (17) Initiative.
- + (18) Resourcefulness.
- + (19) Dependability.
- + (20) Physical fitness for the work.

- \_\_\_\_ (21) Effectiveness in planning broad programs.
- \_\_\_\_ (22) Effectiveness in adapting the work program to broader or related programs.
- \_\_\_\_ (23) Effectiveness in devising procedures.
- \_\_\_\_ (24) Effectiveness in laying out work and establishing standards of performance for subordinates.
- \_\_\_\_ (25) Effectiveness in directing, reviewing, and checking the work of subordinates.
- \_\_\_\_ (26) Effectiveness in instructing, training, and developing subordinates in the work.
- \_\_\_\_ (27) Effectiveness in promoting high working morale.
- \_\_\_\_ (28) Effectiveness in determining space, personnel, and equipment needs.
- \_\_\_\_ (29) Effectiveness in setting and obtaining adherence to time limits and deadlines.
- \_\_\_\_ (30) Ability to make decisions.
- \_\_\_\_ (31) Effectiveness in delegating clearly defined authority to act.

STATE ANY OTHER ELEMENTS CONSIDERED

(A) \_\_\_\_\_  
(B) \_\_\_\_\_  
(C) \_\_\_\_\_

## STANDARD

Deviations must be explained on reverse side of this form

Plus marks on all underlined elements, and check marks or better on all other elements rated.  
Check marks or better on all elements rated, and plus marks on at least half of the underlined elements.  
Check marks or better on a majority of underlined elements, and all weak performance overcompensated by outstanding performance.  
Check marks or better on a majority of underlined elements, and all weak performance not overcompensated by outstanding performance.  
Minus marks on at least half of the underlined elements.

Adjective Rating.  
Excellent  
Very Good  
Good  
Fair  
Unsatisfactory

Rating official Excellent

Reviewing official \_\_\_\_\_

Rated by N. P. Callahan Assistant Director 3-31-50  
(Signature of rating official) (Title) (Date)

Reviewed by \_\_\_\_\_ Assistant Director 3-31-50  
(Signature of reviewing official) (Title) (Date)

Rating approved by efficiency rating committee \_\_\_\_\_ Report to employee \_\_\_\_\_  
(Date) (Adjective rating)

N. P. CALLAHAN

Mr. Callahan has continued to act as Number One Man in the Administrative Division during the present efficiency rating period. During this time, it has been necessary for him from time to time to assume responsibility for the administration of the Administrative Division and as such I have found him more than willing to assume the responsibility by the handling of the work and making independent decisions concerning the many problems which have confronted him from day to day.

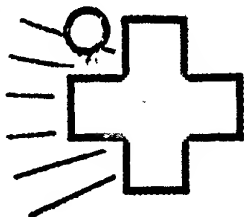
Callahan is thoroughly familiar with all of the work in the Division and has been particularly helpful in the handling of the budget and fiscal matters of the Division with representatives of the Bureau of the Budget. He has maintained very close contact with Budget officials, representatives of the General Accounting Office and Public Buildings Administration, insofar as space is concerned, and with all of the transportation companies' representatives in the city.

I feel that he has performed an excellent task throughout the year. He has been ready to subordinate his personal desires at any time to the needs of the office. He has performed a considerable amount of voluntary overtime for which no compensatory leave has been asked or was at any time expected. He has the facility for getting along with folks working for him and he has had no difficulty with the supervisory personnel in the Division during my absences from the Division. He is entirely loyal to the Director and the Bureau. He is a capable investigator.

I feel that, even though he is best serving the Bureau in his present position, he could be considered for an executive position in the field at any time. I would have no hesitancy in recommending him as Special Agent in Charge of any but the largest of our offices in the field after he has had time to re-acquaint himself with field activities, particularly the investigative work. Rating: EXCELLENT

*M. L.*

ARLINGTON  
ALEXANDRIA  
DISTRICT OF COLUMBIA  
PRINCE GEORGES  
MONTGOMERY  
FAIRFAX



# AMERICAN RED CROSS

## Metropolitan Area Campaign

HEADQUARTERS 1730 E STREET, N. W., WASHINGTON 6, D. C.

EXecutive 0055

★ ★ ★ ★ ★ RED CROSS UNITES AND SERVES HUMANITY ★ ★ ★ ★ ★

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April 28, 1950

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DR. HOBART M. CORNING

### METROPOLITAN AREA

#### Chairman

HONORABLE DANIEL W. BELL

#### Director

MR. RANDOLPH G. BISHOP

Dear Friend:

The 1950 American Red Cross Campaign for the Metropolitan Area has again come to a successful close. As last year, the performance of our Government Unit exceeded the desired quota. At the moment this amount from the entire 80 departments, agencies, commissions, District of Columbia Government, and the International Government Group, totals \$512,400 or 105.4 percent.

I want to thank you for the part you took in the campaign and your fine contribution to the esprit de corps among our government employees which made possible our achievement.

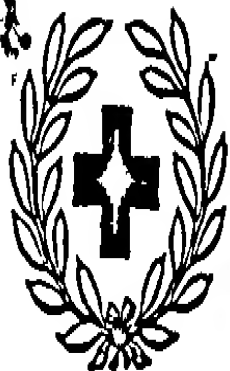
I am sure you are honored with me in helping to provide for the Red Cross the necessary support for its broad program of community services such as health, safety and disaster, services to the armed forces and veterans, and its new vital blood donor program.

With much appreciation and again thanking you and your associates for your kindness and good will, I am

Sincerely yours,

*Charles F. Brannan*  
Chairman

10 MAY 16 1950  
67-NOT RECORDED-6  
3-fm



# Award of Merit

by The District of Columbia Chapter

THE AMERICAN NATIONAL RED CROSS

To Nicholas P. Callahan

in Recognition of Loyal Service in

The 1950 Red Cross Fund

*John Clifford Folger*

CHAPTER CHAIRMAN

*Neil Bell*  
FUND CHAIRMAN

*W. J. Marshall*  
PRESIDENT



United States Department of Justice  
Federal Bureau of Investigation  
Washington, D. C.



Director  
Federal Bureau of Investigation  
United States Department of Justice  
Washington, D. C.

Dear Sir:

For inclusion in the fund to be paid to the designated beneficiary of any Special Agent of the FBI who has previously contributed to this fund and who dies from any cause except self-destruction while employed as a Special Agent, I am forwarding herewith (by ~~CHECK - MONEY ORDER~~ *Cash*) the sum of \$10, payable to the Chief Clerk of the FBI, to be included in said fund. Payment will be made for death by self-destruction after the Agent has been a member of the fund for two years. It is understood and agreed that the sum tendered herewith is a voluntary, gratuitous contribution to said fund which I understand is to be administered in the following manner.

The Director of the FBI will appoint a committee which shall consider all matters pertaining to the acquisition, safe keeping and expending of said fund, which committee will recommend appropriate action to the Director in pertinent matters. The Chief Clerk of the FBI shall receive all contributions and account for same to the Director. Upon the death of any Special Agent who is a member of said fund the appointed committee will consider the case and submit a recommendation to the Director as to its conclusions. Appropriate instructions will then be issued to the Chief Clerk, directing him to pay to the designated beneficiary the sum of \$10,000. The following person is designated as my beneficiary for FBI Agents' Insurance Fund:

Name same as before Relationship \_\_\_\_\_ Date 3/31/50

Address \_\_\_\_\_

The following person is designated as my beneficiary under the Chas. S. Ross Fund providing \$1500 death benefit to beneficiary of agents killed in line of duty.

Name same as before Relationship \_\_\_\_\_ Date 3/31/50

Address \_\_\_\_\_

Very truly yours,

Nicholas P. Callahan  
Special Agent.

APR 4 1950

12 APR 14 1950

## Office Memorandum • UNITED STATES GOVERNMENT

TO : MR. TOLSON

FROM : H. H. CLEGG

SUBJECT: INSPECTION ASSIGNMENTS

DATE: 3/14/50

Reference is made to the Executives Conference memorandum dated March 7, 1950, concerning field inspections, which is attached. There are set forth below suggested inspection assignments to be handled during the current year by the Assistant Directors, the Number One Men, and the Bureau Supervisors listed in the attached memorandum:

Assistant Directors

*Letters of assignment written 3/21/50 HHC*

Mr. Tracy ✓	- Cincinnati
Mr. Clegg ✓	- Charlotte
Mr. Glavin ✓	- Pittsburgh
Mr. Nichols ✓	- Richmond
Mr. Belmont ✓	- New Haven
Mr. Rosen ✓	- Norfolk
Mr. Harbo ✓	- Knoxville

Other Bureau Officials

*Letters of assignment written 3/21/50 HHC*

Q. Tamm ✓	- Buffalo
N. P. Callahan ✓	- Albany
J. J. McGuire ✓	- Louisville
L. L. Laughlin ✓	- Atlanta
C. E. Hennrich ✓	- Birmingham
E. E. Hargett ✓	- Memphis
J. A. Carlson ✓	- Springfield
J. P. Mohr ✓	- Milwaukee
G. A. Nease ✓	- Indianapolis

In view of the fact that some of the offices listed above were suggested in my memorandum of March 2, 1950, as tentative assignments for Messrs. K. R. McIntire, F. H. McIntire, J. A. Sizoo, H. B. Long, B. C. Brown and G. C. Gearty of the Training and Inspection Division, the following suggested assignments are being recommended for these men:

*Letters of assignment written 3/21/50 HHC*

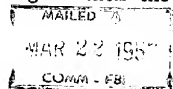
J. A. Sizoo ✓	- Baltimore (recheck); Cleveland
B. C. Brown ✓	- St. Louis; Little Rock
H. B. Long ✓	- Administrative Div. (with Mr. Egan); Wash. Field
G. C. Gearty ✓	- Omaha; Kansas City
K. R. McIntire ✓	- Savannah
F. H. McIntire ✓	- Dallas

4008 34-474 03  
APR 12 1950

Before being assigned to conduct any inspections, the above officials who have not had previous experience on field inspections, other than Assistant Directors, will be assigned to assist Mr. Naughten or Mr. Gurnea on a regular inspection in order to give them the necessary experience.

NHM:BG

Attachment





With reference to Mr. Gurnea's and Mr. Naughten's assignments, the following are being recommended:

Mr. Gurnea

Present Assignments:

Security Division (recheck)  
London, Paris & Madrid Liaison Offices

Second Trip:

Butte  
Anchorage  
Salt Lake City  
Denver

Third Trip:

Seattle  
Portland  
San Francisco

Mr. Naughten:

Present Assignments:

Albuquerque

Second Trip:

Philadelphia (recheck)  
Mobile

Miami  
San Juan

Third Trip:

Boston  
Detroit  
Chicago  
Minneapolis  
Newark

Fourth Trip:

Los Angeles  
Honolulu  
Houston  
New Orleans

Fifth Trip:

New York

*let to  
Naughten  
3/28/50  
HAC*

*OK  
3-15  
✓*

*Copy*

February 24, 1950

MEMORANDUM FOR MR. TOLSON  
MR. GLAVIN

Confirming oral instructions I desire that Mr. Glavin be detached for a period of ninety days as Assistant Director in Charge of the Administrative Division effective Monday, February 27, and initiate immediately a complete inspection of the Identification Division with the view of reducing personnel, streamlining its operations, and reducing its costs of operation. Mr. Tracy should be instructed that I expect the fullest cooperation and assistance from himself and his staff.

In Mr. Glavin's absence Mr. N. P. Callahan will act in charge of the Administrative Division.

SAC Guy Hottel is to be immediately placed upon probation for conduct unbecoming a representative of this Bureau. I have talked with Mr. Hottel and severely reprimanded him and told him that I will not again give him another chance. I told him there were entirely too many rumors circulating concerning his activities and while they may not be completely true, nevertheless, many of them were and he had not used the proper discretion in his conduct.

I desire that Mr. A. M. Belmont be transferred as Assistant Special Agent in Charge of the New York Field Division and designated as Inspector in Charge of the Security Division, effective Monday, February 27.

I desire that Mr. W. M. Whelan, the #2 man in the New York Office, be designated as Assistant Special Agent in Charge of the New York Field Division, effective February 27.

I desire that Mr. H. B. Fletcher, who has been acting in charge of the Security Division, be transferred to New York and designated #2 man in the New York Field Division in place of Mr. Whelan.

I desire that Mr. L. L. Laughlin of the Security Division be designated as #1 man in the Security Division, effective February 27.

I desire that Mr. C. E. Hennrich, Assistant Special Agent in Charge of the Washington Field Office, be transferred from the Washington Field Office to the Security Division and designated #2 man, effective February 27.

13 43  
MAR 2 1950

Copy ew.

I desire that Mr. B. C. Brown of the Training and Inspection Division be transferred to the Washington Field Office as Assistant Special Agent in Charge, effective February 27.

I have spoken to Mr. A. Rosen and expressed to him my complete displeasure of his administration of the Investigative Division and of my intention to transfer him as Assistant Director in Charge of that Division unless he can immediately take hold of that Division and bring about a more effective administration of it. Mr. Rosen assured me he believes he can do so and for the present he remains as Assistant Director of that Division.

Very truly yours,

John Edgar Hoover  
Director

JEH:EH

October 7, 1949

Mr. N. P. Callahan  
Federal Bureau of Investigation  
Washington, D. C.

Dear Mr. Callahan:

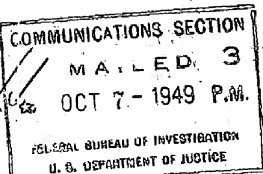
I have been advised of the services which you rendered in connection with the recent Retraining Session of the FBI National Academy Associates. I want you to know how much I appreciate the contribution you made to the success of this undertaking. It was very good of you to devote your time to this matter.

Sincerely yours,

J. Edgar Hoover

43961-188

KRM:DMG



RECEIVED REL. ROOM  
OCT 7 10 47 AM '49  
FBI  
U. S. DEPT. OF JUSTICE

RECEIVED - DIRECT  
FBI  
OCT 7 11 08 AM '49  
U. S. DEPT. OF JUSTICE

OFFICE MEMORANDUM UNITED STATES GOVERNMENT

TO : MR. TOLSON

DATE July 12, 1949

FROM : W. R. GLAVIN

SUBJECT :

I am attaching hereto memoranda of explanation from stenographer [redacted] and Inspector N. P. Callahan concerning the delay in forwarding two Ten-Year Service Award Keys to employees of the Bureau. These two service Keys should have both gone out before June 29, one having been due on June 12 and the other on June 19. As noted in the memoranda of explanation, they were missed in checking the letter ready to go out set up in the service-award letter tickler file. The letters in question had been signed for transmission and immediately upon their discovery, were sent out.

b6  
b7c

I severely reprimanded the employees in question and I am sure that such an incident will not recur.

WRG:tgh

6 AUG 18 1949  
37

July 25, 1949

Mr. Nicholas P. Callahan  
Federal Bureau of Investigation  
Washington, D. C.

Dear Mr. Callahan:

In connection with the Uniform Promotion Act, I am  
indeed pleased to advise you that you have been recommended  
for promotion from \$8509.50 per annum to \$8808.75 per annum  
in Grade CAF 14, effective July 24, 1949.

Sincerely yours,

John Edgar Hoover  
Director

43961-187  
5 JUL 26 1949  
FEDERAL BUREAU OF INVESTIGATION

Mr. Tolson.....  
Mr. Ladd.....  
Mr. Clegg.....  
Mr. Glavin.....  
Mr. Nichols.....  
Mr. Rosen.....  
Mr. Tracy.....  
Mr. Egan.....  
Mr. Gurnea.....  
Mr. Harbo.....  
Mr. Hendon.....  
Mr. Jones.....  
Mr. Quinn.....  
Mr. Nease.....  
Miss Gandy.....

CC - Mr. Glavin

Mr. J. E. Edwards

Movement Section

COMMUNICATIONS SECTION

MAILED 13

JUL 25 1949 P.M.

FEDERAL BUREAU OF INVESTIGATION  
U. S. DEPARTMENT OF JUSTICE



United States Department of Justice  
Federal Bureau of Investigation

IN REPLY, PLEASE REFER TO

FILE No. \_\_\_\_\_

Director  
Federal Bureau of Investigation  
United States Department of Justice  
Washington, D. C.

Dear Sir:

For inclusion in the fund to be paid to the widow or designated beneficiary of any Special Agent of the Federal Bureau of Investigation, United States Department of Justice, who had contributed to this fund prior to July 31, 1949; and who dies from any cause except self-destruction while employed as a Special Agent, I am forwarding herewith (by ~~CHECK~~ ~~MONEY ORDER~~) <sup>cash</sup> the sum of ten dollars (\$10.00), made payable to the Chief Clerk of said Bureau, to be included in said fund. Payment will be made for death by self-destruction after the Agent has been a member of the fund for two years. It is understood and agreed that the sum tendered herewith is a voluntary, gratuitous contribution to said fund, which I understand is to be administered in the following manner:

The Director of the Bureau will appoint a committee which shall consider all matters pertaining to the acquisition, safe keeping and expending of said fund, which committee will recommend appropriate action to the Director of the Bureau in pertinent matters. The Chief Clerk of said Bureau shall receive all contributions and account for same to the Director.

Upon the death of any Special Agent, the appointed committee will consider the case and submit a recommendation to the Director as to its conclusions. Appropriate instructions will then be issued to the Chief Clerk, directing him to pay to the designated beneficiary the sum of \$10,000.

The following person is hereby designated as my beneficiary for F. B. I. Agents' Insurance Fund:

Name MRS. LILLIAN P. CALLAHAN Address 1301 BUCHANAN ST. N.E. - D.C.  
Relationship WIFE Dated 7-25-49

The following person is hereby designated as my beneficiary under the Chas. S. Ross Fund providing \$1500-death benefit to beneficiary of agents killed in line of duty.

Name SAME AS ABOVE Address \_\_\_\_\_  
Relationship \_\_\_\_\_ Dated \_\_\_\_\_

Very truly yours,

*[Signature]*  
Special Agent

0 AUG 4 1949  
JUL 26 1949  
47-801

42

## Office Memorandum • UNITED STATES GOVERNMENT

TO : Mr. Glavin ✓

FROM : H. L. Edwards

SUBJECT: Nicholas P. Callahan  
Inspector  
Administrative Division

DATE: 7-18-49

RE: UPA PROMOTION

Mr. Tolson  
Mr. E. A. Tamm  
Mr. Clegg  
Mr. Glavin ✓  
Mr. Ladd  
Mr. Nichols  
Mr. Rosen  
Mr. Tracy  
Mr. Egan  
Mr. Gurnea  
Mr. Harbo  
Mr. Mohr  
Mr. Pennington  
Mr. Quinn Tamm  
Tele. Room  
Mr. Nease  
Miss Holmes  
Miss Gandy

This employee entered on duty as a Messenger on 3-4-35, was appointed a Special Agent (A) on 6-26-39, and was reallocated to Grade CAF-14, \$8179.50 per annum on 1-11-48. As a result of the basic increase in pay effective 7-11-48 his present salary is \$8509.50 per annum. He is eligible for a promotion under the provisions of the Uniform Promotion Act effective 7-24-49.

On 3-31-49 Mr. Glavin rated him EXCELLENT. Approved 6-15-49

RECOMMENDATION: It is recommended that he be afforded a Uniform Promotion to \$8808.75 per annum effective 7-24-49.

JEE:ese

67-43961-186

Searched \_\_\_\_\_

Numbered 9

FILED

75 JUL 26 1949

FEDERAL BUREAU OF INVESTIGATION

7/25/49  
JEE

I agree  
7/18/49

3 File  
JEE



## U.S. DEPARTMENT OF JUSTICE

## FEDERAL BUREAU OF INVESTIGATION

Prepared by  
Checked by  
Filed byJah  
JahMR. NICHOLAS P. CALLAHAN  
WASHINGTON 25, D.C.  
Mr. Nicholas P. Callahan  
PERIODIC PAY INCREASE

Date

July 22, 1949

Personnel Action Number

F.B.I.- 1227 1227

Legal Authority

Nature  
of Action

Effective

July 24, 1949

	FROM	TO
Position	Inspector	
Grade	CAF 14	BRMG
Salary	\$8509.50	\$8803.75
Division and Section Headquarters		
Appropriations	S&E, F.B.I.	S&E, F.B.I.
Departmental or Field	<input type="checkbox"/> Dept.	<input checked="" type="checkbox"/> Field

NATURE OF POSITION		
a. VICE	b. ADDITIONAL IDENTICAL	c. NEW
P.C. NO.	P.C. NO.	P.C. NO.
Date of Birth		Date of Oath

REMARKS

Prom. under the Auto. Prom. Bill, Public Law  
#22 #100 as amended 6/30/45. & Recall. from  
CAF 13 \$7102.20 to CAF 14 \$8179.50 eff. 1-11-48.  
Last efficiency rating - EXCELLENT - Approved  
Rating Committee 6-15-48.

30 JUL 28 1949

NOT RECORDED  
Jah

## Office Memorandum • UNITED STATES GOVERNMENT

TO : MR. GLAVIN *[Signature]*

FROM : N. P. CALLAHAN *[Signature]*

SUBJECT: SERVICE AWARD LETTERS

DATE: June 30, 1949

✓

Mr. Tolson	_____
Mr. Clegg	_____
Mr. Glavin	_____
Mr. Ladd	_____
Mr. Nichols	_____
Mr. Rosen	_____
Mr. Tracy	_____
Mr. Egan	_____
Mr. Gurnea	_____
Mr. Harbo	_____
Mr. Mohr	_____
Mr. Pennington	_____
Mr. Quinn Tamm	_____
Tele. Room	_____
Mr. Nease	_____
Miss Holmes	_____
Miss Gandy	_____

I sincerely regret to inform you that two service award letters, one dated 6/10/49 and one 6/19/49 were not mailed out as they should have been on these respective dates.

I have no excuse to offer for the oversight in this matter but wish to assure you that necessary steps have been taken by me to see that there is no recurrence of this type. I deeply regret this error.

NPC:hwr

*Memo Mr. Tolson*  
*7-18-49*

15 JUL 26 1949  
 MAIL ROOM

*g.B.R.J*  
*42*

# REPORT OF EFFICIENCY RATING

ADMINISTRATIVE-UNOFFICIAL ( )  
OFFICIAL: REGULAR ( ) SPECIAL ( )  
PROBATIONAL ( )

As of 3/31/49 based on performance during period from 4/1/48 to 3/31/49

Nicholas P. Callahan Inspector, CAF-11  
(Name of employee) (Title of position, service, and grade)

Administrative Division, FBI, Department of Justice, Wash., DC  
(Organization—Indicate bureau, division, section, unit, field station)

ON LINES BELOW MARK EMPLOYEE	1. Study the instructions in the Rating Official's Guide, C. S. C. Form No. 3823A. 2. Underline the elements which are especially important in the position. 3. Rate only on elements pertinent to the position. a. Do not rate on elements in <i>italics</i> except for employees in administrative, supervisory, or planning positions. b. Rate administrative, supervisory, and planning functions on elements in <i>italics</i> .	CHECK ONE: Administrative, supervisory, or planning <input type="checkbox"/> All others <input type="checkbox"/>
✓ if adequate		
- if weak		
+ if outstanding		

- |   |   |
|---|---|
| — (1) Maintenance of equipment, tools, instruments.   | — (21) Effectiveness in planning broad programs.  |
| — (2) Mechanical skill.   | — (22) Effectiveness in adapting the work program to broader or related programs.                   |
| + (3) Skill in the application of techniques and procedures.                                  | — (23) Effectiveness in devising procedures.  |
| — (4) Presentability of work (appropriateness of arrangement and appearance of work).         | — (24) Effectiveness in laying out work and establishing standards of performance for subordinates. |
| + (5) Attention to broad phases of assignments.   | — (25) Effectiveness in directing, reviewing, and checking the work of subordinates.                |
| + (6) Attention to pertinent detail.  | — (26) Effectiveness in instructing, training, and developing subordinates in the work.             |
| — (7) Accuracy of operations.   | — (27) Effectiveness in promoting high working morale.  |
| + (8) Accuracy of final results.  | — (28) Effectiveness in determining space, personnel, and equipment needs.                          |
| + (9) Accuracy of judgments or decisions.   | — (29) Effectiveness in setting and obtaining adherence to time limits and deadlines.               |
| + (10) Effectiveness in presenting ideas or facts.  | — (30) Ability to make decisions.   |
| + (11) Industry.  | — (31) Effectiveness in delegating clearly defined authority to act.                                |
| + (12) Rate of progress on or completion of assignments.                                      |   |
| + (13) Amount of acceptable work produced. (Is mark based on production records? (Yes or no)) |   |
| + (14) Ability to organize his work.  |   |
| + (15) Effectiveness in meeting and dealing with others.                                      |   |
| + (16) Cooperativeness.   |   |
| + (17) Initiative.  |   |
| + (18) Resourcefulness.   |   |
| + (19) Dependability.   |   |
| + (20) Physical fitness for the work.   |   |

RECORDED  
INDEXED  
JUN 24 1949

67-11291-145

SEARCHED	INDEXED
SERIALIZED	FILED
JUN 22 1949	

FEDERAL BUREAU OF INVESTIGATION  
Adjective Rating

STANDARD	Adjective Rating
Plus marks on all underlined elements, and check marks or better on all other elements rated.	Excellent
Check marks or better on all elements rated, and plus marks on at least half of the underlined elements.	Very Good
Check marks or better on a majority of underlined elements, and all weak performance overcompensated by outstanding performance.	Good
Check marks or better on a majority of underlined elements, and all weak performance not overcompensated by outstanding performance.	Fair
Minus marks on at least half of the underlined elements.	Unsatisfactory

Rated by Nicholas P. Callahan Assistant Director 3/31/49  
(Signature of rating official) (Title) (Date)  
Reviewed by [Signature] [Signature] 6-15-49  
(Signature of reviewing official) (Title) (Date)  
Rating approved by efficiency rating committee [Signature] Report to employee Excellent  
(Date) (Adjective rating)

NICHOLAS P. CALLAHAN

These are narrative comments to accompany the annual efficiency report of Inspector Nicholas P. Callahan, covering the rating period from 4/1/48 to 3/31/49.

Mr. Callahan has continued to function as Inspector of the Administrative Division, handling all budget and accounting matters. My comments in the past still apply insofar as Callahan's performance of duty is concerned. Mr. Callahan has an excellent knowledge of the work of the Bureau and is thoroughly familiar with budget and fiscal accounting procedures. He is also familiar with all of the various problems which confront us insofar as our budget and accounting system is concerned. He has the respect and confidence of all of the employees under his supervision.

Mr. Callahan maintains excellent liaison not only with the Bureau of the Budget but with Public Buildings officials as well as in the General Accounting Office and the Treasury Department.

There is no doubt in my mind that Callahan is entirely capable of assuming the position of Special Agent in Charge in any of the Bureau's medium sized offices, and after he has had sufficient reorientation in the field, he would acquit himself very favorably in any field executive position. I feel he is qualified to handle any assignment in the Bureau. Mr. Callahan is very loyal to the Director and the Bureau.

Mr. Callahan is entitled to the rating of  
**EXCELLENT.**

I have read the foregoing me.

## OFFICE MEMORANDUM

UNITED STATES GOVERNMENT

TO : MR. TOLSON  
FROM : W. R. GLAVIN  
SUBJECT:

DATE: 12/29/48

Reference is made to SAC Letter #148, Series 1948, dated November, 24, 1948, concerning personnel advancement.

During the past year, I have submitted several memoranda concerning the advancement possibilities of Special Agent Supervisors presently assigned to this Division. Briefly summarizing previous recommendations made concerning Special Agent Supervisors assigned to this Division, I feel that all supervisory Agents presently assigned to this Division possess basic qualifications which would permit them to be considered for administrative or executive positions in the Field.

The Inspector and Special Agents presently assigned to this Division are:

N. P. Callahan

R. C. Gresham

A. P. Gunsser

W. C. Clark

C. R. Davidson

J. E. Edwards

H. L. Edwards

B. J. Gauthier

R. C. Renneberger

C. L. Trotter

b6  
b7C

I feel that Messrs. Callahan, H. L. Edwards, and J. E. Edwards are at the present time qualified to take over the supervision of any small Field Office and they could very satisfactorily perform as an Assistant Special Agent in Charge of any of the larger offices in the country.

I feel that the other supervisors have developed to the point where they could be considered at this time for Assistant SAC assignments.

I do feel, however, due to the lack of Field training, that Messrs. Gauthier and Renneberger are of greater value to the Bureau in their present positions than they would be elsewhere. Both are in specialized fields and both are performing outstanding work in their present assignments. It would not be to the advantage of the Bureau or the employee to transfer either of these men from the Seat of Government.

14 JAN 26 1949

WRG:tgh

## Office Memorandum • UNITED STATES GOVERNMENT

W LJO

TO : Mr. Glavin

DATE: December 3, 1948

FROM : N. P. Callahan

SUBJECT:

DEC 21 1948  
RECORDED

43961-184

With reference to the attached communication, I wish to call attention to the fact that the letter from [redacted] was originally directed to the Mobile Office and was redirected to the Bureau by cover letter dated November 9, 1948. It was received in this division for handling on November 12, 1948. In view of the nature of the inquiry, it was necessary to contact the Department of Justice in connection with the legal aspects thereof and several days of research work were necessary before appropriate acknowledgment could be made of this communication.

I regret the delay in the acknowledgment of this communication as every effort is made to handle correspondence promptly when it is received. Every effort has been made to locate the original cover letter from Mobile which was sent to Files Section, however, as of this writing it has not been located and it is not felt that this letter should be delayed any longer.

attached handled  
9/11/48 Separately

Vim



United States Department of Justice  
Federal Bureau of Investigation

IN REPLY, PLEASE REFER TO

FILE No. \_\_\_\_\_  
Director  
Federal Bureau of Investigation  
United States Department of Justice  
Washington, D. C.

Dear Sir:

For inclusion in the fund to be paid to the widow or designated beneficiary of any Special Agent of the Federal Bureau of Investigation, United States Department of Justice, who had contributed to this fund prior to November 30, 1948, and who dies from any cause except self-destruction while employed as a Special Agent, I am forwarding herewith (by ~~CHECK - MONEY ORDER~~) *cash* the sum of ten dollars (\$10.00), made payable to the Chief Clerk of said Bureau, to be included in said fund. Payment will be made for death by self-destruction after the Agent has been a member of the fund for two years. It is understood and agreed that the sum tendered herewith is a voluntary, gratuitous contribution to said fund, which I understand is to be administered in the following manner:

The Director of the Bureau will appoint a committee which shall consider all matters pertaining to the acquisition, safe keeping and expending of said fund, which committee will recommend appropriate action to the Director of the Bureau in pertinent matters. The Chief Clerk of said Bureau shall receive all contributions and account for same to the Director.

Upon the death of any Special Agent, the appointed committee will consider the case and submit a recommendation to the Director as to its conclusions. Appropriate instructions will then be issued to the Chief Clerk, directing him to pay to the designated beneficiary the sum of \$10,000.

The following person is hereby designated as my beneficiary for F. B. I. Agents' Insurance Fund:

Name LILLIAN P. CALLAHAN Address 1301 BUCHANAN ST. N.E.  
Relationship WIFE Dated 11-12-48

The following person is hereby designated as my beneficiary under the Chas. S. Ross Fund providing \$1500-death benefit to beneficiary of agents killed in line of duty.

Name SAME AS ABOVE Address \_\_\_\_\_  
Relationship \_\_\_\_\_ Dated 11-12-48

Very truly yours,

*L.P. Callahan*  
Special Agent

*Ack*  
*11/17/48*  
*ewd*

*3 copies*

3 NOV 23 1948  
67-NOT RECORDED

*14*

## Office Memorandum • UNITED STATES GOVERNMENT

TO : MR. GLAVIN  
 FROM : *N. P. Callahan*  
 SUBJECT:

DATE: October 14, 1948

Mr. Tolson \_\_\_\_\_  
 Mr. E. A. Tamm \_\_\_\_\_  
 Mr. Clegg \_\_\_\_\_  
 Mr. Glavin \_\_\_\_\_  
 Mr. Ladd \_\_\_\_\_  
 Mr. Nichols \_\_\_\_\_  
 Mr. Rosen \_\_\_\_\_  
 Mr. Tracy \_\_\_\_\_  
 Mr. Egan \_\_\_\_\_  
 Mr. Gurnea \_\_\_\_\_  
 Mr. Harbo \_\_\_\_\_  
 Mr. Mohr \_\_\_\_\_  
 Mr. Pennington \_\_\_\_\_  
 Mr. Quinn Tamm \_\_\_\_\_  
 Mr. Nease \_\_\_\_\_  
 Miss Gandy \_\_\_\_\_

Attached is a letter to the Lykes Brothers Steamship Company, Inc., informing them concerning the status of the voucher submitted by them for payment in September, 1947, and corrects information previously furnished them under date of October 11, 1948.

When the incoming was originally acknowledged, erroneous information was furnished as to the time that the referenced voucher was submitted to the Department for processing. It has subsequently been determined that this voucher was forwarded to the Department on September 3, 1947, instead of September 3, 1948; further that the Department forwarded the voucher to the General Accounting Office for direct settlement and payment on September 10, 1947. Inquiry at the General Accounting Office determined that this voucher had not been acted on by that agency. Assurance was given, however, that the voucher would be pulled and handled special at this time in order to expedite payment.

I sincerely regret that this error occurred. Instructions have been issued to preclude a recurrence of an incident such as this.

12 OCT 29 1948  
 RECORDED

NPC:tgh

67-43961-183	
Searched .....	99
Numbered .....	22
Filed .....	4 OCT 21 1948
FEDERAL BUREAU OF INVESTIGATION	

*[Signature]*



## OFFICE MEMORANDUM \* UNITED STATES GOVERNMENT

TO : MR. GLAVIN  
FROM : N. PL. CALLAHAN

DATE: 9-21-48

PX

SUBJECT: REVISION OF TRANSFER LETTERS

It is felt that the transfer letters presently being used by the Bureau must be revised to include certain changes which have been made recently by Executive Order 9997 and Bureau of the Budget Circular A-7, Revised. The former increases the rates for transporting household goods on official transfer and the latter established per diem and, of course, gives to heads of departments authority to set per diem rates according to the circumstances surrounding the travel. In this connection, the Department of Justice has issued Circular No. 3639, Supplement No. 2, prescribing a per diem in lieu of subsistence of \$7 for ocean travel by boat and a per diem in lieu of subsistence of \$6 for air travel. Inasmuch as these per diem allowances are not now incorporated in our transfer letters it is necessary that they be revised.

Inasmuch as the per diem rates quoted above have no bearing on transfers between points within the United States, it is felt that authorization for these rates should not be incorporated in transfer letters issued to personnel being transferred within the United States. Our present transfer letter will, however, have to be revised to include the amendment to prior regulations governing the rates for transporting household goods. There is attached hereto a suggested transfer letter to be used in connection with transfers between points within the United States.

Also attached hereto is a suggested transfer letter to be used in connection with transfers from the United States to Anchorage, Honolulu and San Juan, or vice versa. This letter includes the per diem as prescribed in the Departmental Circular mentioned above.

The attached letter have been reviewed by Mr. Chicester of the Department and he feels that they are in proper order and comply with existing regulations.

It is recommended that the Mechanical Section prepare the necessary forms as soon as possible and that the forms which we are presently using be destroyed to avoid any possible error of issuing an incorrect transfer letter.

(2 Wrs.)  
Attachments  
NPC/rls

WRG:LRD

15 OCT 21 1948

## Addendum

The Executive Conference consisting of Messrs. T. Olson, Rosen, Fletcher, Ladd, Carlson, McGuire for Nichols, Parsons for Harbo, Tracy, and Glavin approved the revision of the transfer letters as recommended.

WRG

98

166-4872-99

Dear

Your headquarters are being changed, public business permitting,  
from \_\_\_\_\_ to \_\_\_\_\_  
effective upon your  
arrival there on or after this date.

This change is made for official reasons and not for your personal convenience. You will be allowed your necessary expenses of transportation and a per diem in lieu of subsistence of \$6.00 in connection therewith, such expenses to include the transportation of your immediate family as provided for in Public Law 600 of August 2, 1946, and Executive Order 9805, approved November 25, 1946.

You are authorized to use a privately owned automobile in connection with your transfer and you will be reimbursed at the rate of five cents per mile not to exceed the cost of common carrier by the most direct route of all persons officially traveling in that vehicle.

The transportation of your household goods and personal effects will be paid in accordance with regulations contained in Public Law 600 of August 2, 1946, and Executive Order 9805, approved November 25, 1946, as amended.

RLS

Very truly yours,

John Edgar Hoover  
Director

Mr. Tolson \_\_\_\_\_  
Mr. E. A. Tamm \_\_\_\_\_  
Mr. Clegg \_\_\_\_\_  
Mr. Glavin \_\_\_\_\_  
Mr. Ladd \_\_\_\_\_  
Mr. Nichols \_\_\_\_\_  
Mr. Rosen \_\_\_\_\_  
Mr. Tracy \_\_\_\_\_  
Mr. Egan \_\_\_\_\_  
Mr. Gurnea \_\_\_\_\_  
Mr. Harbo \_\_\_\_\_  
Mr. Mohr \_\_\_\_\_  
Mr. Pennington \_\_\_\_\_  
Mr. Quinn Tamm \_\_\_\_\_  
Tele. Room \_\_\_\_\_  
Mr. Nease \_\_\_\_\_  
Miss Gandy \_\_\_\_\_

RECEIVED  
SEP 20 1 16 PM '46  
F B I  
U.S. DEPT. OF JUSTICE  
SEP 20 1 49 PM '46  
REC'D-DIRECTOR

Dear

Your headquarters are being changed, public business permitting,  
from to  
effective upon your  
arrival there on or after this date.

This change is made for official reasons and not for your personal convenience. You will be allowed your necessary expenses of transportation and per diem in lieu of subsistence of \$6.00 for travel within the United States and for ocean travel by air, and a per diem in lieu of subsistence of \$7.00 for ocean travel by steamship. The transportation of your immediate family is authorized in accordance with Public Law 600 of August 2, 1946, and Executive Order 9805, approved November 25, 1946.

You are authorized to use a privately owned automobile in connection with your transfer and you will be reimbursed at the rate of five cents per mile not to exceed the cost of common carrier by the most direct route of all persons officially traveling in that vehicle.

The transportation of your household goods and personal effects is authorized in accordance with regulations contained in Public Law 600 of August 2, 1946, and Executive Order 9805, approved November 25, 1946, as amended.

RLS *12*

Very truly yours, *[Signature]*

John Edgar Hoover  
Director *[Signature]*

Mr. Tolson \_\_\_\_\_  
Mr. E. A. Tamm \_\_\_\_\_  
Mr. Clegg \_\_\_\_\_  
Mr. Glavin \_\_\_\_\_  
Mr. Ladd \_\_\_\_\_  
Mr. Nichols \_\_\_\_\_  
Mr. Rosen \_\_\_\_\_  
Mr. Tracy \_\_\_\_\_  
Mr. Egan \_\_\_\_\_  
Mr. Gurnea \_\_\_\_\_  
Mr. Harbo \_\_\_\_\_  
Mr. Mohr \_\_\_\_\_  
Mr. Pennington \_\_\_\_\_  
Mr. Quinn Tamm \_\_\_\_\_  
Tele. Room \_\_\_\_\_  
Mr. Nease \_\_\_\_\_  
Miss Gandy \_\_\_\_\_

September 28, 1948

PERSONAL AND CONFIDENTIAL

Mr. Nicholas P. Callahan,  
Federal Bureau of Investigation  
Washington, D. C.

Dear Mr. Callahan:

The Bureau is in receipt of the report of the physical examination afforded you at the United States Naval Hospital, Bethesda, Maryland, on September 10, 1948.

This report reflects that you have no disqualifying physical defects.

The Board of Examining Physicians of the United States Naval Hospital reports that you are capable of performing strenuous physical exertion and have no physical defects that would interfere with your participation in raids or other work involving the practical use of firearms.

Sincerely yours,

J. Edgar Hoover

John Edgar Hoover  
Director

cc: Mr. J. E. Glavin

Mr. Tolson
Mr. E. A. Tamm
Mr. Clegg
Mr. Glavin
Mr. Ladd
Mr. Nichols
Mr. Rosen
Mr. Tracy
Mr. Egan
Mr. Gurnea
Mr. Harbo
Mr. Mohr
Mr. Pennington
Mr. Quinn Tamm
Tele. Room
Mr. Nease
Miss Gandy

COMMUNICATIONS SECTION  
MAILED 3  
★ SEP 29 1948 P.M.  
HLE:tck  
FEDERAL BUREAU OF INVESTIGATION  
U. S. DEPARTMENT OF JUSTICE

15 OCT 8 1948

✓

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8

RECORD OF PHYSICAL EXAMINATION OF OFFICERS AND SPECIAL AGENTS  
FEDERAL BUREAU OF INVESTIGATION, U. S. DEPARTMENT OF JUSTICE

NAME CALLAHAN, Nicholas P. AGE 34 YEARS, 8 MONTHS  
NATIVITY (state of birth) D.C. MARRIED, SINGLE, WIDOWED: M NUMBER OF CHILDREN 3  
FAMILY HISTORY Father deceased - pneumonia asthma  
mother - living and well  
2 sisters 1 bro. living and well.

HISTORY OF ILLNESS OR INJURY childhood diseases  
Rt. hernia operation 1932. Append. 1936.  
Broken ankle 1942 - sinusitis.

HEAD AND FACE normal

EYES: PUPILS (size, shape, reaction to light and distance, etc.) normal

DISTANT VISION RT. 20/20; corrected to 20/

LT. 20/15; corrected to 20/

COLOR PERCEPTION normal

(state edition of Stilling's plates or Lamps used)

DISEASE OR ANATOMICAL DEFECTS n

EARS: HEARING RT. WHISPERED VOICE 15/15' CONVERSATIONAL SPEECH 15'

LT. WHISPERED VOICE 15/15' CONVERSATIONAL SPEECH 15'

DISEASE OR DEFECTS n

NOSE n

(Disease or anatomical defect, obstruction, etc. State degree)

SINUSES n

TONGUE, PALATE, PHARYNX, LARYNX, TONSILS normal

TEETH AND GUMS (disease or anatomical defect): as charted.

MISSING TEETH 4, 18, 30

NONVITAL TEETH n

PERIAPICAL DISEASE n

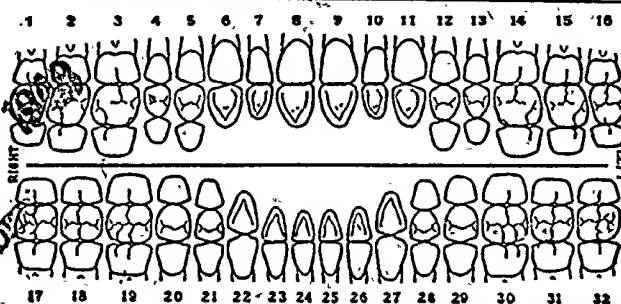
MARKED MALOCCLUSION n

PYORRHEA ALVEOLARIS n

TEETH REPLACED BY BRIDGES n

DENTURES n

REMARKS



James J. Dempsey 43961-182

(Signature of Dental Officer)

GENERAL BUILD AND APPEARANCE medium

TEMPERATURE 68 CHEST AT EXPIRATION 36

HEIGHT 68 CHEST AT INSPIRATION 39

WEIGHT 152 CIRCUMFERENCE OF ABDOMEN AT UMBILICUS 33 1/2

RECENT GAIN OR LOSS, AMOUNT AND CAUSE n

SKIN, HAIR, AND GLANDS n

NECK (abnormalities, thyroid gland, trachea, larynx) n

SPINE AND EXTREMITIES (bones, joints, muscles, feet) n

THORAX (size, shape, movement, rib cage, mediastinum) \_\_\_\_\_  
RESPIRATORY SYSTEM, BRONCHI, LUNGS, PLEURA, ETC. n  
chest x-ray neg

CARDIO-VASCULAR SYSTEM normal  
HEART (note all signs of cardiac involvement) normal

PULSE: BEFORE EXERCISE 72 BLOOD PRESSURE: SYSTOLIC 118  
AFTER EXERCISE 88 DIASTOLIC 74  
THREE MINUTES AFTER 80  
CONDITION OF ARTERIES elastic CHARACTER OF PULSE reg  
CONDITION OF VEINS normal HEMORRHOIDS none

ABDOMEN AND PELVIS (condition of wall, scars, herniae, abnormality of viscera) \_\_\_\_\_  
append. 1936, hernia 1932. Abd. wall firm.

GENITO-URINARY SYSTEM normal  
URINALYSIS: SP. GR. 1022 ALB. n SUGAR n MICROSCOPICAL n  
VENEREAL DISEASE n

NERVOUS SYSTEM normal  
(organic or functional disorders)  
ROMBERG neg INCOORDINATION (gait, speech) none  
REFLEXES, SUPERFICIAL present DEEP (knee, ankle, elbow) normal TREMORS n  
SEROLOGICAL TESTS KAHN NEG BLOOD TYPE O Rh Pos  
ABNORMAL PSYCHE (neurasthenia, psychasthenia, depression, instability, worries) none apparent

SMALLPOX VACCINATION: DATE OF LAST VACCINATION 1920  
TYPHOID PROPHYLAXIS: NUMBER OF COURSES \_\_\_\_\_  
DATE OF LAST COURSE none

REMARKS ON ABNORMALITIES NOT OTHERWISE NOTED OR SUFFICIENTLY DESCRIBED ABOVE \_\_\_\_\_

SUMMARY OF DEFECTS \_\_\_\_\_

CAPABLE OF PERFORMING DUTIES INVOLVING arduous PHYSICAL EXERTION  
IS THIS INDIVIDUAL PHYSICALLY FIT TO PARTICIPATE IN RAIDS AND APPREHENSION OF CRIMINALS  
WHICH MIGHT ENTAIL THE PRACTICAL USE OF FIREARMS yes (yes or no)  
(when no is given state cause) \_\_\_\_\_

FINDINGS, RECOMMENDATIONS AND REMARKS (as per boards, when necessary) \_\_\_\_\_

No recommendations.

A. J. White.  
Catp. MC USN, Ret.

DATE OF EXAMINATION September 10, 1948

July 19, 1948

Mr. Nicholas P. Callahan  
Federal Bureau of Investigation  
Washington, D. C.

Dear Mr. Callahan:

Many, many thanks for the cigar with  
the accompanying news that you had a new son.  
I do want to express my very best wishes for  
his future and well-being.

I trust that Mrs. Callahan is doing  
nicely and that you have also survived the  
occasion.

With every good wish, I am

Sincerely,

W. J. Edgar Hoover

11 AUG 12 1948

43961-181

Mr. Tolson  
Mr. E. A. Tamm  
Mr. Clegg  
Mr. Glavin  
Mr. Ladd  
Mr. Nichols  
Mr. Rosen  
Mr. Tracy  
Mr. Egan  
Mr. Gurnea  
Mr. Harbo  
Mr. Mohr  
Mr. Pennington  
Mr. Quinn Tamm  
Tele. Room  
Mr. Nease  
Miss Gandy

JEH:EH

SENT FROM D. O.	
TIME	7:00 PM
DATE	7-19-48
BY	1011

MR. W. R. GLAVIN

June 23, 1948

DIRECTOR, FBI

NICHOLAS P. CALLAHAN

INSPECTOR

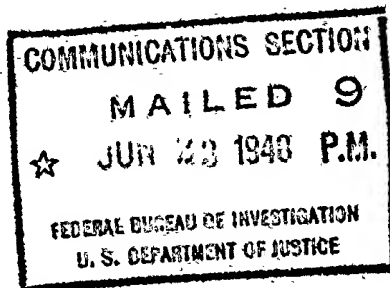
GENERAL IN-SERVICE COURSE 6/7/48 TO 6/18/48

Mr. Callahan attended the above General In-Service Training Course and attained the following grades:

Hip Shooting	74
Practical Pistol Course	88
Shotgun (Skeet)	8/25
.30 Rifle	91
Machine Gun	75
2 days Specialized Training in Inspectors' Aide Training	

The firearms grades with the exception of the Shotgun Skeet Course have been entered on Mr. Callahan's field firearms training record card.

cc: Mr. Nicholas P. Callahan  
Administrative Division



8 JUL 7 1948

Mr. Tolson  
Mr. E. A. Tamm  
Mr. Clegg  
Mr. Glavin  
Mr. Ladd  
Mr. Nichols  
Mr. Rosen  
Mr. Tracy  
Mr. Egan  
Mr. Gurnea  
Mr. Harbo  
Mr. Mohr  
Mr. Pennington  
Mr. Quinn Tamm  
Tele. Room  
Mr. Nease  
Miss Gandy

HLS:des

RECEIVED  
JUN 24 1948

53 11-20  
Callahan



OFFICE MEMORANDUM

UNITED STATES GOVERNMENT

TO : MR. CLEGG  
FROM : J. P. MOHR  
SUBJECT : INSPECTORS' AIDE TRAINING

DATE: 6/9/48

It is desired that the following Agents presently attending In-Service Training School be afforded Inspectors' Aide Training:

Nicholas P. Callahan  
Curtis O. Lynum  
O. George Hedler  
Paul A. Turner  
Frank R. Warner

b6  
b7C

JPM:DW

11 JUL 1 1948

## Office Memorandum • UNITED STATES GOVERNMENT

TO : MR. TOLSON *lim*

FROM : H. H. CLEGG *HHC*

SUBJECT: TRAINING IN INSPECTION PROCEDURES

DATE: 6/18/48

Mr. Tolson	
Mr. E. A. Tamm	
Mr. Clegg	
Mr. Coffey	
Mr. Glavin	
Mr. Ladd	
Mr. Nichols	
Mr. Rosen	
Mr. Tracy	
Mr. Carson	
Mr. Egan	
Mr. Gurnea	
Mr. Hendon	
Mr. Pennington	
Mr. Quinn Tamm	
Tele. Room	
Mr. Nease	
Miss Beahm	
Miss Gandy	

The following members of In-Service Class #9 received training in inspection procedures on June 15 and 16, 1948:

Nicholas P. Callahan

O. George Medler

Paul A. Turner

Curtis C. Lynam

Frank R. Warner

b6

b7C

All of these individuals are believed to be well qualified to assist on inspections.

*JAC:BG*

15 JUL 20 1948  
RECORDED

67-43961-180	
Searched	99
Numbered	
Filed	3
4 JUL 14 1948	
FEDERAL BUREAU OF INVESTIGATION	

*13-48*  
*noted*

ANNUAL  
REPORT OF  
EFFICIENCY RATING

Form approved.  
Budget Bureau No. 50-R012.3.

ADMINISTRATIVE-UNOFFICIAL ( )  
OFFICIAL ( )  
REGULAR ( ) SPECIAL ( )  
PROBATIONAL ( )

As of 3/31/48 based on performance during period from 6/1/47 to 3/31/48

Callahan, Nicholas P.

Inspector

CAF-14, \$8179.50

(Name of employee)

(Title of position, service, and grade)

FBI, Administrative Division, Chief Clerk's Office

(Organization—Indicate bureau, division, section, unit, field station)

ON LINES BELOW MARK EMPLOYEE	1. Study the instructions in the Rating Official's Guide, C. S. C. Form No. 3823A. 2. Underline the elements which are especially important in the position. 3. Rate only on elements pertinent to the position. a. Do not rate on elements in <i>italics</i> except for employees in administrative, supervisory, or planning positions. b. Rate administrative, supervisory, and planning functions on elements in <i>italics</i> .	CHECK ONE: Administrative, supervisory, or planning..... <input type="checkbox"/> All others..... <input type="checkbox"/>
---------------------------------	---	--

- \_\_\_\_ (1) Maintenance of equipment, tools, instruments.
- \_\_\_\_ (2) Mechanical skill.
- / (3) Skill in the application of techniques and procedures.
- \_\_\_\_ (4) Presentability of work (appropriateness of arrangement and appearance of work).
- / (5) Attention to broad phases of assignments.
- / (6) Attention to pertinent detail.
- \_\_\_\_ (7) Accuracy of operations.
- / (8) Accuracy of final results.
- / (9) Accuracy of judgments or decisions.
- / (10) Effectiveness in presenting ideas or facts.
- / (11) Industry.
- / (12) Rate of progress on or completion of assignments.
- / (13) Amount of acceptable work produced. (Is mark based on production records? (Yes or no))
- / (14) Ability to organize his work.
- / (15) Effectiveness in meeting and dealing with others.
- / (16) Cooperativeness.
- / (17) Initiative.
- / (18) Resourcefulness.
- / (19) Dependability.
- / (20) Physical fitness for the work.

- \_\_\_\_ (21) *Effectiveness in planning broad programs.*
- \_\_\_\_ (22) *Effectiveness in adapting the work program to broader or related programs.*
- \_\_\_\_ (23) *Effectiveness in devising procedures.*
- \_\_\_\_ (24) *Effectiveness in laying out work and establishing standards of performance for subordinates.*
- \_\_\_\_ (25) *Effectiveness in directing, reviewing, and checking the work of subordinates.*
- \_\_\_\_ (26) *Effectiveness in instructing, training, and developing subordinates in the work.*
- \_\_\_\_ (27) *Effectiveness in promoting high working morale.*
- \_\_\_\_ (28) *Effectiveness in determining space, personnel, and equipment needs.*
- \_\_\_\_ (29) *Effectiveness in setting and obtaining adherence to time limits and deadlines.*
- \_\_\_\_ (30) *Ability to make decisions.*
- \_\_\_\_ (31) *Effectiveness in delegating clearly defined authority to act.*

12 MAY 1948

RECORDED

67-43961-179  
STATE ANY OTHER ELEMENTS CONSIDERED  
Searched \_\_\_\_\_  
(A) Capable of additional  
Filed \_\_\_\_\_ responsibilities  
(B) \_\_\_\_\_  
(C) FEDERAL BUREAU OF INVESTIGATION

STANDARD

Deviations must be explained on reverse side of this form

Plus marks on all underlined elements, and check marks or better on all other elements rated.....  
Check marks or better on all elements rated, and plus marks on at least half of the underlined elements.....  
Check marks or better on a majority of underlined elements, and all weak performance overcompensated by outstanding performance.....  
Check marks or better on a majority of underlined elements, and all weak performance not overcompensated by outstanding performance.....  
Minus marks on at least half of the underlined elements.....

Adjective Rating  
Excellent  
Very Good  
Good  
Fair  
Unsatisfactory

Rating official Excellent

Reviewing official \_\_\_\_\_

Rated by [Signature]

Assistant Director

3/31/48

(Signature of rating official)

(Title)

(Date)

Reviewed by [Signature]

Assistant Director,  
Federal Bureau of Investigation

5-20-48

(Signature of reviewing official)

(Title)

(Date)

Rating approved by efficiency rating committee \_\_\_\_\_

Report to employee \_\_\_\_\_

(Date)

(Adjective rating)

These are narrative comments to accompany the annual efficiency report on Inspector Nicholas P. Callahan covering the rating period from 4/1/47 to 3/31/48.

Mr. Callahan is designated as the No. 1 man of this Division and at the present time is an Inspector in the Bureau's service. His duties are varied and I have found during the past rating period that he can effectively and efficiently handle the duties of the entire Division without any let-down in the morale and in the quality and quantity of work which is produced. During the rating period in question, we have had a number of complicated appropriation problems which have been handled by him in an exceptionally satisfactory manner. He was commended by the Director for the manner in which the appropriation material for the fiscal year 1949 was prepared. Mr. Callahan has also been commended by the Training Division on several occasions for his handling of lectures before In-Service Agents and before representatives of the National Academy.

Mr. Callahan is fully qualified to handle any investigative matter in the Bureau. He is exceptionally loyal to the Director and the Bureau. He could handle the SAC position in any of the middle or smaller offices of the Bureau and after proper re-orientation to Field work, he having been absent from the Field for some period of time, could be placed in charge of any but the largest offices in the Field. He is qualified to handle any type of dangerous assignment or one where physical courage is needed. I would rate him as EXCELLENT.

I have read the foregoing MRE

Mr. Tolson

April 8, 1948

W. R. Glavin

Supervisory Personnel  
Having Ability to Advance  
to SAC Positions

In accordance with Bureau instructions, I wish to advise as follows concerning the supervisory personnel in the Administrative Division:

NICHOLAS P. CALLAHAN - INSPECTOR

Mr. Callahan at the present time is capable of assuming the position of Special Agent in Charge in any but the larger offices in the Bureau's divisional service. As you know, he handles budget matters in the Administrative Division and can best serve the Bureau in his present position. He has executive ability and administrative ability. He has the knack of being able to get along with subordinates as well as outsiders having official and personal contact with the Bureau. He is entirely loyal and would acquit himself well.

WILLIAM E. CLARK

Special Agent Clerk, Veterans Counselor, possesses, in my opinion, administrative and possibly executive qualifications. He has done an outstanding job as Veterans Counselor and also in assisting in the personnel work of the Bureau. He has a good understanding of the Bureau's work, is sincere in his approach to the many problems presently confronting us and I feel he could be assigned as a supervisor or Assistant Special Agent in Charge in one of the smaller or medium offices of the Bureau at the present time.

C. RAY DAVIDSON

Special Agent Davidson, presently assigned to the Personnel Unit of this Division, has had over ten years experience as an Agent. He was classed as a very good Agent for several years past in the New York Office. He has developed very satisfactorily while assigned to the Administrative Division and he handles much of the personnel work assigned to this Division at the present time. He has supervisory and administrative ability and I feel that he could be placed in a supervisory position in the field at this time and he could handle Assistant Special Agent in Charge duties in one of the smaller offices.

Mr. Tolson \_\_\_\_\_  
Mr. E. A. Tamm \_\_\_\_\_  
Mr. Clegg \_\_\_\_\_  
Mr. Glavin \_\_\_\_\_  
Mr. Ladd \_\_\_\_\_  
Mr. Nichols \_\_\_\_\_  
Mr. Rosen \_\_\_\_\_  
Mr. Tracy \_\_\_\_\_  
Mr. Egan \_\_\_\_\_  
Mr. Gurnea \_\_\_\_\_  
Mr. Harbo \_\_\_\_\_  
Mr. Mohr \_\_\_\_\_  
Mr. Pennington \_\_\_\_\_  
Mr. Quinn Tamm \_\_\_\_\_  
Tele. Room \_\_\_\_\_  
Mr. Nease \_\_\_\_\_  
Miss Gandy \_\_\_\_\_

11 APR 16 1948

Memorandum for Mr. Tolson

April 8, 1948

JOHN E. EDWARDS

Mr. Edwards is Assistant Personnel Officer of the Administrative Division and as such has the responsibility for handling all matters involving Bureau employees. Mr. Edwards is the work-horse of the Division and can always be depended upon to do a better than good job. I would have no hesitancy whatsoever in recommending him for Assistant Special Agent in charge in any but the New York, Chicago or Los Angeles Offices at this time. He has a keen understanding of the Bureau's needs, has a good investigative background and would acquit himself well.

H. LYNN EDWARDS

Mr. H. Lynn Edwards is Personnel Officer of the Bureau at the present time and his is the initial responsibility for the handling of personnel matters of the Bureau. He has an analytical mind, a good approach and a sympathetic understanding of the many problems involving personnel of the Bureau. He has had good field training and I would not hesitate to recommend him for an Assistant Special Agent in Charge position in any office of the Bureau and, after a short period of time to orient himself in the field, to take over Special Agent in Charge duties in any medium or small office in the divisional service.

LEO J. GAUTHIER

Mr. Gauthier is in charge of the Cartographic Section and is more or less an expert. He could, however, with proper training, handle field investigative work. For the most part, his duties have been cartographic duties since he has been assigned in the Bureau as a Special Agent. He has administrative and supervisory ability as is reflected in his being able to supervise the Cartographic Section, which is made up of many temperaments, some artistic, and where an inept supervisor would have considerable difficulty. I feel that Mr. Gauthier can best serve the Bureau in his present position.

ROBERT C. GRESHAM

Mr. Gresham is a Special Agent Accountant and has an excellent understanding of the Bureau's investigative work. He has been on special assignments with Congressional

Mr. Tolson \_\_\_\_\_  
Mr. E. A. Tamm \_\_\_\_\_  
Mr. Clegg \_\_\_\_\_  
Mr. Glavin \_\_\_\_\_  
Mr. Ladd \_\_\_\_\_  
Mr. Nichols \_\_\_\_\_  
Mr. Rosen \_\_\_\_\_  
Mr. Tracy \_\_\_\_\_  
Mr. Egan \_\_\_\_\_  
Mr. Gurnea \_\_\_\_\_  
Mr. Harbo \_\_\_\_\_  
Mr. Mohr \_\_\_\_\_  
Mr. Pennington \_\_\_\_\_  
Mr. Quinn Tamm \_\_\_\_\_  
Tele. Room \_\_\_\_\_  
Mr. Nease \_\_\_\_\_  
Miss Gandy \_\_\_\_\_

Memorandum for Mr. Tolson

April 8, 1948

Committees and has acquitted himself well. He has handled his work in the Administrative Division in an outstanding manner; he can be depended upon to do more than just the job assigned to him; he has a long period of service, both as a clerk and as an Agent, and has had a good, well-rounded background. He has administrative and executive ability and I would have no hesitancy in recommending him for advancement in the field, as an Assistant Special Agent in Charge and later a Special Agent in Charge,

ALBERT P. GUNSSER

Mr. Gunsser, in my opinion, is one of the outstanding accountants in the Bureau. I can always rest easily when an assignment is given to him. He may irritate people at times but this is due to his intense desire to do the job once and do it right. He performed outstanding work in the preparation of this year's budget. He has been on special assignment outside the country and has also had a well-rounded period of field service. I feel he has administrative and executive ability and could be developed to handle administrative responsibilities in the field. However, I feel that he can best serve the Bureau in his present position.

[redacted] Special Agent [redacted] presently assigned to the Personnel Unit, he having been transferred to this Division from a resident agency in the Detroit Division. He is a very mature individual; has a good analytical mind; is able to handle work on his own. He has been cursed with ill health in his family since he has been in Washington, however, I feel he has the ability to further progress in the Bureau. He has a good field background and, in my opinion, would be qualified for consideration for administrative position as Assistant Special Agent in Charge in the field at the present time. I am of the opinion that he will develop further in the service.

RAYMOND C. RENNEBERGER

Mr. Renneberger's abilities, many times, are overlooked. In the years that I have known him at the Seat of Government, both as a clerk and as an Agent, he has always been, to my mind, the most loyal of our employees. His duties as Chief of the Mechanical Section do not allow him

Mr. Tolson \_\_\_\_\_  
Mr. E. A. Tamm \_\_\_\_\_  
Mr. Clegg \_\_\_\_\_  
Mr. Glavin \_\_\_\_\_  
Mr. Ladd \_\_\_\_\_  
Mr. Nichols \_\_\_\_\_  
Mr. Rosen \_\_\_\_\_  
Mr. Tracy \_\_\_\_\_  
Mr. Egan \_\_\_\_\_  
Mr. Gurnea \_\_\_\_\_  
Mr. Harbo \_\_\_\_\_  
Mr. Mohr \_\_\_\_\_  
Mr. Pennington \_\_\_\_\_  
Mr. Quinn Tamm \_\_\_\_\_  
Tele. Room \_\_\_\_\_  
Mr. Nease \_\_\_\_\_  
Miss Gandy \_\_\_\_\_

Memorandum for Mr. Tolson

April 8, 1948

a great latitude of work. However, he is always ready and willing to take any additional assignment in the Division. During the past several years, when personnel has been very tight, I have called upon Renneberger to handle many of the activities of the Administrative Division and he has acquitted himself very well. From the reports received from the field when assigned to field training, he has done a good job. I feel he has administrative ability to advance beyond his present assignment in the Bureau. He, of course, has been assigned to Washington for his full period of service and with the background he has, he can better serve the Bureau in his present position. I feel, however, in the event Mr. Renneberger was assigned to field work, he would definitely show, within a reasonable period of time, that he has the ability to advance in a supervisory position in the Bureau.

[redacted]  
Special Agent [redacted], an Accountant, has had a well-rounded field experience and has also had supervisory experience in the investigative side of the Bureau, as well as in the Administrative Division. He has a good understanding of the Bureau's work and responsibilities. He has administrative and supervisory ability and can be considered for further advancement in the service.

C. LESTER TROTTER

Special Agent Trotter has had experience in both the Identification Division and Administrative Division of the Bureau in addition to having considerable field experience. He is assigned to the Personnel Unit of this Division and in handling clerical applicants, he has done an excellent job. I feel that he has possibilities from an administrative and supervisory standpoint to advance further in the Bureau.

b6  
b7c

[redacted]  
Special Agent [redacted] has but recently been assigned to this Division. He previously had been assigned to the Washington Field Office and the reports from that Office have been very satisfactory. Mr. [redacted] was assigned to handle many of the important contacts of the Field Office and I understand handled all of these contacts in an excellent manner. During the short period of time he has been assigned, I have been particularly pleased about the

Mr. Tolson  
Mr. E. A. Tamm  
Mr. Clegg  
Mr. Glavin  
Mr. Ladd  
Mr. Nichols  
Mr. Rosen  
Mr. Tracy  
Mr. Egan  
Mr. Gurnea  
Mr. Harbo  
Mr. Mohr  
Mr. Pennington  
Mr. Quinn Tamm  
Tele. Room  
Mr. Nease  
Miss Gandy



Memorandum for Mr. Tolson

April 8, 1948

way he took hold of things. He has handled personnel matters and his handling of these matters reflects a depth of understanding. I feel that he possesses administrative and latent executive ability and should be borne in mind for further advancement in the Bureau.

WRG:hr

Mr. Tolson \_\_\_\_\_  
Mr. E. A. Tamm \_\_\_\_\_  
Mr. Clegg \_\_\_\_\_  
Mr. Glavin \_\_\_\_\_  
Mr. Ladd \_\_\_\_\_  
Mr. Nichols \_\_\_\_\_  
Mr. Rosen \_\_\_\_\_  
Mr. Tracy \_\_\_\_\_  
Mr. Egan \_\_\_\_\_  
Mr. Gurnea \_\_\_\_\_  
Mr. Harbo \_\_\_\_\_  
Mr. Mohr \_\_\_\_\_  
Mr. Pennington \_\_\_\_\_  
Mr. Quinn Tamm \_\_\_\_\_  
Tele. Room \_\_\_\_\_  
Mr. Nease \_\_\_\_\_  
Miss Gandy \_\_\_\_\_

## OFFICE MEMORANDUM

UNITED STATES GOVERNMENT

To: Mr. Glavin 1-31-48  
From: W. P. Callahan  
Subject: CONFIDENTIAL FUNDS  
Domestic and Foreign Field Offices

As you know, each office in the domestic field and some SIS offices maintain rather large checking accounts in their headquarters cities. Ordinarily, this account is maintained in the name of the SAC alone. In the event anything should happen and the SAC died, this account would be tied up in a rather lengthy litigation.

Accordingly, it is the writer's recommendation that consideration be given to having the account in both the name of the SAC and Assistant SAC in the Field; and on SIS in the Field, and on SIS accounts, where they are with local banks, an official here at the Seat of Government be included on the account so that in the event anything should happen, litigation and red tape would be eliminated.

NPC:tgh

ORIGINAL FILE IN

3 MAR 1 1948  
67-NOT RECORDED



United States Department of Justice  
Federal Bureau of Investigation

IN REPLY, PLEASE REFER TO

FILE No. \_\_\_\_\_

Director  
Federal Bureau of Investigation  
United States Department of Justice  
Washington, D. C.

Dear Sir:

For inclusion in the fund to be paid to the widow or designated beneficiary of any Special Agent of the Federal Bureau of Investigation, United States Department of Justice, who had contributed to this fund prior to February 15, 1948, and who dies from any cause except self-destruction while employed as a Special Agent, I am forwarding herewith (by CHECK - ~~MONEY ORDER~~) the sum of ten dollars (\$10.00), made payable to the Chief Clerk of said Bureau, to be included in said fund. Payment will be made for death by self-destruction after the Agent has been a member of the fund for two years. It is understood and agreed that the sum tendered herewith is a voluntary, gratuitous contribution to said fund, which I understand is to be administered in the following manner:

The Director of the Bureau will appoint a committee which shall consider all matters pertaining to the acquisition, safe keeping and expending of said fund, which committee will recommend appropriate action to the Director of the Bureau in pertinent matters. The Chief Clerk of said Bureau shall receive all contributions and account for same to the Director.

Upon the death of any Special Agent, the appointed committee will consider the case and submit a recommendation to the Director as to its conclusions. Appropriate instructions will then be issued to the Chief Clerk, directing him to pay to the designated beneficiary the sum of \$10,000.

The following person is hereby designated as my beneficiary for F. B. I. Agents' Insurance Fund:

Name LILLIAN P. CALLAHAN Address 1301 BUCHANAN ST. N.E. - D.C.  
Relationship WIFE Dated 2-9-48

The following person is hereby designated as my beneficiary under the Chas. S. Ross Fund providing \$1500-death benefit to beneficiary of agents killed in line of duty.

Name SAME AS ABOVE Address \_\_\_\_\_  
Relationship \_\_\_\_\_ Dated \_\_\_\_\_

Very truly yours,

*L.P. Callahan*  
Special Agent

*Ack*  
*2/12/48*  
*C'*

**FEB 14 1948**  
**NOT RECORDED 5**  
*Zing...*  
*62*

## Office Memorandum • UNITED STATES GOVERNMENT

WRG:LRD

TO : Mr. Tolson

FROM : W. R. Glavin

SUBJECT: Nicholas P. Callahan, Chief  
Clerk - Special Agent (A);  
Albert P. Gunsser, Special Agent (A);  
Administrative Division

DATE: January 6, 1948

Mr. Tolson \_\_\_\_\_  
Mr. E. A. Tamm \_\_\_\_\_  
Mr. Clegg \_\_\_\_\_  
Mr. Glavin \_\_\_\_\_  
Mr. Ladd \_\_\_\_\_  
Mr. Nichols \_\_\_\_\_  
Mr. Rosen \_\_\_\_\_  
Mr. Tracy \_\_\_\_\_  
Mr. Carson \_\_\_\_\_  
Mr. Egan \_\_\_\_\_  
Mr. Gurnea \_\_\_\_\_  
Mr. Harbo \_\_\_\_\_  
Mr. Hendon \_\_\_\_\_  
Mr. Pennington \_\_\_\_\_  
Mr. Quinn Tamm \_\_\_\_\_  
Tele. Room \_\_\_\_\_  
Mr. Nease \_\_\_\_\_  
Miss Beahm \_\_\_\_\_  
Miss Gandy \_\_\_\_\_

There are attached hereto briefs of the files of the above-mentioned Special Agents presently assigned to the Administrative Division.

Mr. Callahan, since Mr. Lee left the Bureau, has been functioning as Chief Clerk of the Bureau in grade CAF-13. He is fully qualified to handle any and all of the supervisory work in the Administrative Division. He is particularly well qualified in budgetary, procurement and transportation matters. I feel that he could function as a Special Agent in Charge in any of the Bureau's medium-sized or small offices. He is loyal to the Director and the Bureau and has on many occasions in the past subordinated his personal desires to the needs of the Bureau.

I respectfully recommend that Mr. Callahan be considered for reallocation from the Chief Clerk position presently occupied by him in grade CAF-13 to an inspector's position in grade CAF-14.

In the event Mr. Callahan is designated as an Inspector I feel that Special Agent Gunsser should be reallocated to grade CAF-13 as Chief Clerk of the Bureau. Special Agent Gunsser has been a Special Agent since May of 1941. He has been with the Bureau since October of 1933. He is exceptionally well qualified in all fiscal matters. He bore the brunt of the preparation of the 1949 budget data and performed an excellent task in connection therewith. I feel he is well qualified to assume the Chief Clerk position. He has worked long hours, is entirely loyal and is particularly well qualified for work having to do with budgets, finances, procurement and like matters which are under the jurisdiction of the Chief Clerk of the Bureau.

Attachments

*Handfolded and  
Promotion Letters  
to Gunsser and Callahan  
1-8-48  
Grell*

*concur  
1-7*

67-43961-178

Searched	_____
Numbered	_____
Filed	_____
5 JAN 10 1948	
FEDERAL BUREAU OF INVESTIGATION	

THREE

MLB

mlb

January 8, 1948

Mr. Nicholas P. Callahan  
Federal Bureau of Investigation  
Washington, D. C.

Dear Mr. Callahan:

I am indeed pleased to advise you that you have been recommended for promotion from the position of Special Agent (Chief Clerk), \$7102.20 per annum in Grade CAF 13, to the position of Inspector, \$8179.50 per annum in Grade CAF 14, effective January 11, 1948.

Sincerely yours,

J. Edgar Hoover

John Edgar Hoover  
Director

4 JAN 20 1948

67-43961-177	
Searched	.....
Numbered	25.....
Filed	.....
6 JAN 10 1948	
FEDERAL BUREAU OF INVESTIGATION	

DEPT. OF JUSTICE  
JAN 10 1948

CC: Movement Section  
Mr. J. E. Edwards

JW:MLB

COMMUNICATIONS SECTION
MAILED 1948
JAN 8 - 1948
FEDERAL BUREAU OF INVESTIGATION
U. S. DEPARTMENT OF JUSTICE

RECEIVED READING ROOM  
JAN 8 1948

U. S. DEPARTMENT OF JUSTICE

FEDERAL BUREAU OF INVESTIGATION

WASHINGTON 25, D. C.

MR. NICHOLAS P. CALLAHAN

MR. Nicholas P. Callahan  
PROMOTION

Date

January 10, 1943

Personnel Action Number

F.B.I. - 10275

Legal Authority

10275

Nature of Action

Effective

January 11, 1943

Position

FROM

TO

Special Agent (Chief Clerk)

Inspector

Grade

CAP 12 13 GDO 656

CAP 14

Salary

\$7162.00

\$8179.50

Division

Div. Three  
Chief Clerk's Office  
D. C.

and

Section

Headquarters

Appropriations

S & E, F.B.I.

S & E, F.B.I.

Departmental or Field

☒ Dept.

Field

☐ Dept.

Field

☒

NATURE OF POSITION

a. VICE

Earl J. Connelley,  
trans. 6/1/47.

b. ADDITIONAL IDENTICAL

c. NEW

P. C. NO.

P. C. NO.

P. C. NO.

Date of Birth

Date of Oath

REMARKS

The provisions of the Veterans' Preference Act of 1944 have been complied with.

63 JAN 14 1943 67-101 RECORDED 5

December 31, 1947

*201-111*

Mr. N. P. Callahan  
Federal Bureau of Investigation  
Washington, D. C.

Dear Mr. Callahan:

Upon returning to Washington I have been informed in detail of your assistance in connection with the necessary reservations for the return of the company producing "The Street With No Name." I did want you to know how much I appreciated your helpfulness in making these arrangements.

With best wishes and kind regards,

Sincerely yours,

J. Edgar Hoover

RECEIVED  
FEDERAL BUREAU OF INVESTIGATION  
JAN 2 9 57 AM '48

LBN:RC

- Mr. Tolson
- Mr. E. A. Tamm
- Mr. Clegg
- Mr. Glavin
- Mr. Ladd
- Mr. Nichols
- Mr. Rosen
- Mr. Tracy
- Mr. Egan
- Mr. Gurnea
- Mr. Harbo
- Mr. Mohr
- Mr. Pennington
- Mr. Quinn Tamm
- Tele. Room
- Mr. Nease
- Miss Gandy

COMMUNICATIONS SECTION  
MAILED 8  
★ JAN 2 1948 P.M.  
FEDERAL BUREAU OF INVESTIGATION  
U. S. DEPARTMENT OF JUSTICE

4 JAN 23 1948  
67-43761-176  
Searched \_\_\_\_\_  
Numbered \_\_\_\_\_  
1 JAN 6 1948  
FEDERAL BUREAU OF INVESTIGATION  
U. S. DEPARTMENT OF JUSTICE

RECEIVED READING ROOM  
JAN 2 9 42 AM '48

## OFFICE MEMORANDUM

UNITED STATES GOVERNMENT

TO: MR. TOLSON

DATE: 10-31-47

FROM: N. P. CALLAHAN

SUBJECT: OMISSION OF ASSISTANT DIRECTOR HARBO'S NAME FROM  
LIST OF CONGRESSIONAL DIRECTORY

Mr. Harbo's name was not on the original list of officials to be listed in the Congressional Directory since the writer was not aware of Mr. Harbo's recent title change and failed to check the payroll cards which would have reflected such change.

I sincerely regret this error.

NPC:J M

Director's notation: "Isn't Callahan's work reviewed and checked by Glavin & Tolson or Mohr before being sent to me? Obviously not in view of this error which came all the way thru to me."

H.

4 NOV 1 1947

File



December 12, 1947

Mr. Nicholas P. Callahan  
Federal Bureau of Investigation  
Washington, D. C.

Dear Mr. Callahan:

I wanted to write you this note to tell you how appreciative I am of the time and effort which you gave to the preparation of the material necessary for my use when I appeared before the Sub-Committee of the Appropriations Committee of the House of Representatives. It was in far better shape than it has ever been and relieved me of a great deal of detail work that I would otherwise have had to do.

I, therefore, want to commend you for an excellent job performed.

Sincerely,

11 DEC 31 1947

67-	43961-175
Searched	_____
Numbered	_____
Filed	_____
3 DEC 15 1947	
FEDERAL BUREAU OF INVESTIGATION	

Mr. Tolson  
Mr. E. A. Tamm  
Mr. Clegg  
Mr. Glavin  
Mr. Ladd  
Mr. Nichols  
Mr. Rosen  
Mr. Tracy  
Mr. Carson  
Mr. Egan  
Mr. Gurnea  
Mr. Harbo  
Mr. Hendon  
Mr. Jones  
Mr. Mumford  
Mr. Quinn  
Mr. Nease  
Miss Gandy

JEH:EH

SENT TO D. C.
TIME 1/2 hr
DATE 12-12-47
BY [Signature]

## Office Memorandum • UNITED STATES GOVERNMENT

TO : The Director

DATE: December 10, 1947

FROM : W. R. Glavin

SUBJECT: Preparation of Budget  
Testimony

Mr. Tolson	_____
Mr. E. A. Tamm	_____
Mr. Clegg	_____
Mr. Glavin	_____
Mr. Ladd	_____
Mr. Nichols	_____
Mr. Rosen	_____
Mr. Tracy	_____
Mr. Carson	_____
Mr. Egan	_____
Mr. Gurnea	_____
Mr. Harbo	_____
Mr. Hendon	_____
Mr. Pennington	_____
Mr. Quinn Tamm	_____
Tele. Room	_____
Mr. Nease	_____
Miss Beahm	_____
Miss Gandy	_____

For your information, the following employees of this office were responsible for the preparation of the Director's budget testimony.

Special Agent N. P. Callahan  
Special Agent A. P. Gunsser  
Special Agent [REDACTED]  
Clerk William C. Jackson

67-43961-174

Searched \_\_\_\_\_ b6  
Number 68 \_\_\_\_\_ b7C

Filed \_\_\_\_\_

DEC 15 1947

FEDERAL BUREAU OF INVESTIGATION

WRG:lrd

THREE

FD-39  
(1-1-45)

OF SPECIAL AGENT Callahan, Nicholas P.

OFFICE	MO YR	H. S.	P. P. C.	S. G.	.30	M. G.	GAS	MO. PIST. PRACTICE	F. P.	LAT.	S. G. C.	G. M.	R. & P.	M. P. C.	M. P. P.	REC.	PHO. REC.	F. M. RADIO	DET.	P. M.	R. D.	EST. EFF.
	1/45	88	81		92																	
	9/45																					
	10/45																					
	11/45																					
	1/46																					
	3/46																					
	5/46	86	82		85																	
	2/47																					
	4/47	93																				
	4/47	78																				
	7/47																					

87-MAY 1947

24

87-MAY 1947

2 R

## FIELD FIREARMS AND SCIENTIFIC TRAINING RECORD

OF SPECIAL AGENT Nicholas J. Callahan

OFFICE	MO. YR.	H.S.	P.P.C.	A.C.-P.	A.C.-MG.	S.G.	30'	M.G.	GAS	NIGHT	MAGNUM	MO. PIST. PRACTICE	F.P.	LAT.	S.G.C.	G.M.	R. & P.	M.P.C.	M.P.P.	REC.	PHO-REC.	F.M. RADIO	DET.	P.M.	R.D.	EST. EFF.
S.D.N.	7/42	96	90				79		✓		✓															
	8/42	72	86			100		90																		
	9/42	96	90				83	95			✓															
	3/43											✓														
	4/43					100	73	100																		
	7/43	90	91				88		✓																	
	8/43	86	87				90	95																		
	10/43											✓														
	12/43											✓														
	2/44											✓														
	3/44											✓														
	5/44	94	86				96																			
	6/44																									
	7/44																									
	8/44																									
make up for serv.	9/44	94																								
	10/44	94	94			100	99	80																		
Phila	11/44					90	92	83				✓						✓	✓	✓						9. ✓
"	12/44											✓														
"	1/45											✓	TE	✓	✓											
"	2/45											✓														
	3/45																									
	4/45																									
	6/45	90	92			100		95																		

TE

In Service training

J. ✓

Federal Bureau of Investigation  
United States Department of Justice  
Washington, D. C.  
July 25, 1947

PERSONAL & ~~CONFIDENTIAL~~

Director - F. B. I.

O  
Re: Nicholas P. Callahan  
Special Agent

Dear Sir:

In accordance with your request of July 9, 1947, I am submitting my comments on Special Agent Nicholas P. Callahan while he was assigned to investigative assignments in this Field Division.

Agent Callahan handled cases of both a national defense and general nature, and performed all his assignments without loss of time or effort. He has a great deal of initiative, is as forceful and as aggressive as the occasion demands, and does not require any supervision. He readily accepts and appreciates responsibility and can be relied upon to carry any assignment through to its most logical conclusion.

Very truly yours,

*Guy Hotel*  
GUY HOTTEL  
SAC

GH:AM

9 JUL 31 1947

RECORDED

67-43961-173	
Searched	.....
Numbered	31
Filed	50
4 JUL 29 1947	
FEDERAL BUREAU OF INVESTIGATION	

*GH*  
Initials

*Push*



United States Department of Justice  
Federal Bureau of Investigation



IN REPLY, PLEASE REFER TO

FILE No. \_\_\_\_\_

Director  
Federal Bureau of Investigation  
United States Department of Justice  
Washington, D. C.

Dear Sir:

For inclusion in the fund to be paid to the widow or designated beneficiary of any Special Agent of the Federal Bureau of Investigation, United States Department of Justice, who had contributed to this fund prior to July 15, 1947, and who dies from any cause except self-destruction while employed as a Special Agent, I am forwarding herewith (by CHECK - MONEY ORDER) the sum of ten dollars (\$10.00), made payable to the Chief Clerk of said Bureau, to be included in said fund. Payment will be made for death by self-destruction after the Agent has been a member of the fund for two years. It is understood and agreed that the sum tendered herewith is a voluntary, gratuitous contribution to said fund, which I understand is to be administered in the following manner:

The Director of the Bureau will appoint a committee which shall consider all matters pertaining to the acquisition, safe keeping and expending of said fund, which committee will recommend appropriate action to the Director of the Bureau in pertinent matters. The Chief Clerk of said Bureau shall receive all contributions and account for same to the Director.

Upon the death of any Special Agent, the appointed committee will consider the case and submit a recommendation to the Director as to its conclusions. Appropriate instructions will then be issued to the Chief Clerk, directing him to pay to the designated beneficiary the sum of \$10,000.

The following person is hereby designated as my beneficiary for F. B. I. Agents' Insurance Fund:

Name \_\_\_\_\_ Address \_\_\_\_\_  
Relationship \_\_\_\_\_ Dated \_\_\_\_\_

The following person is hereby designated as my beneficiary under the Chas. S. Ross Fund providing \$1500-death benefit to beneficiary of agents killed in line of duty.

Name \_\_\_\_\_ Address \_\_\_\_\_  
Relationship \_\_\_\_\_ Dated \_\_\_\_\_

Very truly yours,

*[Signature]*  
Special Agent

9 JUL 16 1947  
NOT RECORDED

*[Signature]*

ack  
7/14/47  
*[Signature]*

W. R. GLAVIN

JULY 9, 1947

DIRECTOR, FBI

TWO WEEKS' FIELD TRAINING

In accordance with the Bureau's recently inaugurated policy of permitting Special Agent Supervisors assigned at the Seat of Government to perform field investigative work for a period of two weeks, you should instruct the following Special Agent assigned to your division to report to the Special Agent in Charge of the office indicated at 8:30 A. M., July 14, 1947, for two weeks' investigative assignment:

Nicholas P. Callahan

Washington Field

The Bureau is notifying the Special Agent in Charge of the above-mentioned office to place this Agent on both security matters and regular investigative work during this two-week period.

CC Movement Section

11 JUL 14 1947

67-43761-172	
Searched	_____
Numbered	7
Filed	_____
JUL 10 1947	
FEDERAL BUREAU OF INVESTIGATION	

Mr. Tolson \_\_\_\_\_  
Mr. E. A. Tamm \_\_\_\_\_  
Mr. Clegg \_\_\_\_\_  
Mr. Glavin \_\_\_\_\_  
Mr. Ladd \_\_\_\_\_  
Mr. Nichols \_\_\_\_\_  
Mr. Rosen \_\_\_\_\_  
Mr. Tracy \_\_\_\_\_  
Mr. Egan \_\_\_\_\_  
Mr. Gurnea \_\_\_\_\_  
Mr. Harbo \_\_\_\_\_  
Mr. Mohr \_\_\_\_\_  
Mr. Pennington \_\_\_\_\_  
Mr. Quinn Tamm \_\_\_\_\_  
Tele. Room \_\_\_\_\_  
Mr. Nease \_\_\_\_\_  
Miss Gandy \_\_\_\_\_

COMMUNICATIONS SECTION
MAILED 7
JUL 9 1947 P.M.
FEDERAL BUREAU OF INVESTIGATION
U.S. DEPARTMENT OF JUSTICE

July 9, 1947

SAC, Washington Field

RE: FIELD INVESTIGATIVE TRAINING -- SOG AGENTS

Dear Sir:

Reference is made to my personal and confidential communication to you of May 12, 1947, wherein you were advised that certain Special Agents presently assigned to the Seat of Government in Supervisory positions would be assigned to your office for a period of two weeks to handle regular investigative matters.

The following Special Agents will report to your office at 8:30 A. M., Monday, July 14, 1947, for such assignment:

Nicholas P. Callahan  
Joseph L. Gormley

It is desired investigative assignments be made to these Special Agents in accordance with instructions furnished in reference letter. Cases should be assigned to these Agents prior to their arrival at your office and the necessary files and serials should be available immediately so that there will be no time lost in starting their investigations.

As instructed in Bureau letter to you dated May 12, 1947, you should submit reports relative to the manner in which these Agents performed their duties while assigned to your office.

Special Agent Gormley is a Chemist, and his qualifications along these lines should be considered in making investigative assignments to him.

Very truly yours,

John Edgar Hoover  
Director

67-457-1-171

Searched	.....
Numbered	7
File	.....
4 JUL 10 1947	
FEDERAL BUREAU OF INVESTIGATION	

V. G. C. G.

Mr. Tolson \_\_\_\_\_  
Mr. E. A. Tamm \_\_\_\_\_  
Mr. Clegg \_\_\_\_\_  
Mr. Glavin \_\_\_\_\_  
Mr. Ladd \_\_\_\_\_  
Mr. Nichols \_\_\_\_\_  
Mr. Rosen \_\_\_\_\_  
Mr. Tracy \_\_\_\_\_  
Mr. Egan \_\_\_\_\_  
Mr. Gurnea \_\_\_\_\_  
Mr. Harbo \_\_\_\_\_  
Mr. Mohr \_\_\_\_\_  
Mr. Pennington \_\_\_\_\_  
Mr. Quinn Tamm \_\_\_\_\_  
Tele. Room \_\_\_\_\_  
Mr. Nease \_\_\_\_\_  
Miss Gandy \_\_\_\_\_

CC

COMMUNICATIONS SECTION

MAILED 7

★ JUL 9 1947 P.M.

Movement Section

FK



0

NICHOLAS P. CALLAHAN  
SPECIAL AGENT (A)

Mr. Callahan has assumed the duties of Chief Clerk of the Bureau. During the past rating period, the Bureau was undermanned for a considerable period of time necessitating a doubling up of duties and also necessitating Mr. Callahan being thrown into difficult and complicated budget procedures without too much background experience. He has handled his tasks very well. Due to the multitude of duties which have been assigned to him from time to time, I have found that he may let what he considers an inconsequential matter slip; however, I feel that this is a shortcoming which has been overcome since we have had sufficient personnel in a supervisory capacity assigned which permits him to handle his many regular assignments.

He is well-qualified as an all around Agent and Accountant. He is entirely loyal to the Director and to the Bureau. He has administrative and executive ability and could be assigned as an Assistant Special Agent in Charge in any moderately sized divisional office and do a good job. He has had no difficulty in the supervision of the clerical employees reporting to him. He is qualified in firearms, a good automobile driver, and I would have no hesitancy in having him accompany me on any dangerous assignment necessitating split second action and the use of firearms and possible physical contact.

I would rate him as <sup>1947</sup>EXCELLENT employee.

9 JUN 26 1947  
RECORDED

67-43961-170  
Numbered 13  
Filed  
6 JUN 24 1947  
FEDERAL BUREAU OF INVESTIGATION  
2886

# REPORT OF EFFICIENCY RATING

ADMINISTRATIVE-UNOFFICIAL ( )  
OFFICIAL: REGULAR (X) SPECIAL ( )  
PROBATIONAL ( )

As of March 31, 1947 based on performance during period from April 1, 1946 to March 31, 1947

Nicholas P. Callahan Special Agent, Chief Clerk - CAF-13, \$7,102.20  
(Name of employee) (Title of position, service, and grade)

Federal Bureau of Investigation, Administrative Division  
(Organization—Indicate bureau, division, section, unit, field station)

ON LINES BELOW MARK EMPLOYEE ✓ if adequate - if weak + if outstanding	1. Study the instructions in the Rating Official's Guide, C. S. C. Form No. 3823A. 2. Underline the elements which are especially important in the position. 3. Rate only on elements pertinent to the position. a. Do not rate on elements in <i>italics</i> except for employees in administrative, supervisory, or planning positions. b. Rate administrative, supervisory, and planning functions on elements in <i>italics</i> .	CHECK ONE: Administrative, supervisory, or planning <input checked="" type="checkbox"/> All others <input type="checkbox"/>
---	---	---

- |   |  |
|---|--|
| <p>----- (1) Maintenance of equipment, tools, instruments.<br/>----- (2) Mechanical skill.<br/>----- (3) Skill in the application of techniques and procedures.<br/>----- (4) Presentability of work (appropriateness of arrangement and appearance of work).<br/>----- (5) Attention to broad phases of assignments.<br/>----- (6) Attention to pertinent detail.<br/>----- (7) Accuracy of operations.<br/>----- (8) Accuracy of final results.<br/>----- (9) Accuracy of judgments or decisions.<br/>----- (10) Effectiveness in presenting ideas or facts.<br/>----- (11) Industry.<br/>----- (12) Rate of progress on or completion of assignments.<br/>----- (13) Amount of acceptable work produced. (Is mark based on production records? -----) (Yes or no)<br/>----- (14) Ability to organize his work.<br/>----- (15) Effectiveness in meeting and dealing with others.<br/>----- (16) Cooperativeness.<br/>----- (17) Initiative.<br/>----- (18) Resourcefulness.<br/>----- (19) Dependability.<br/>----- (20) Physical fitness for the work.</p> | <p>----- (21) Effectiveness in planning broad programs.<br/>----- (22) Effectiveness in adapting the work program to broader or related programs.<br/>----- (23) Effectiveness in devising procedures.<br/>----- (24) Effectiveness in laying out work and establishing standards of performance for subordinates.<br/>----- (25) Effectiveness in directing, reviewing, and checking the work of subordinates.<br/>----- (26) Effectiveness in instructing, training, and developing subordinates in the work.<br/>----- (27) Effectiveness in promoting high working morale.<br/>----- (28) Effectiveness in determining space, personnel, and equipment needs.<br/>----- (29) Effectiveness in setting and obtaining adherence to time limits and deadlines.<br/>----- (30) Ability to make decisions.<br/>----- (31) Effectiveness in delegating clearly defined authority to act.</p> <p>STATE ANY OTHER ELEMENTS CONSIDERED</p> <p>----- (A) -----<br/>----- (B) -----<br/>----- (C) -----</p> |
|---|--|

<b>STANDARD</b> Deviations must be explained on reverse side of this form		Adjective Rating
Plus marks on all underlined elements, and check marks or better on all other elements rated.	Excellent	Rating official: <u>E</u>  Reviewing official: <u>Ecf</u>  Date: <u>3-31-47</u>
Check marks or better on all elements rated, and plus marks on at least half of the underlined elements.	Very Good	
Check marks or better on a majority of underlined elements, and all weak performance overcompensated by outstanding performance.	Good	
Check marks or better on a majority of underlined elements, and all weak performance not overcompensated by outstanding performance.	Fair	
Minus marks on at least half of the underlined elements.	Unsatisfactory	
Rated by <u>[Signature]</u> (Signature of rating official)	Assistant Director, Federal Bureau of Investigation (Title)	
Reviewed by <u>[Signature]</u> (Signature of reviewing official)		
Rating approved by efficiency rating committee _____ (Date)	Report to employee _____ (Adjective rating)	

0. 10689

Form PR3 Revised (LWOP)

DEPARTMENT OF JUSTICE  
NOTICE OF LEAVE WITHOUT PAY

No. \_\_\_\_\_

M. Nicholas P. Callahan

Date May 19, 1947

Title Agent

Grade and Salary

Division or Bureau

**FBI**

Department ☒ **x**

Appropriation

Field ☐

Beginning

Terminating C. O. B.

Indefinite. [ ]\*

Remarks

**Deduct 8 hours on May 17, 1947.**

J. Edgar Hoover

**\*IMPORTANT:**

This form to be used for reporting all leave without pay EXCEPT military.

Persons returning to duty subsequent to this report or from indefinite leave will not be restored to the pay roll until Form PR3a (LWOP) is submitted.

3 MAY 21 1947

8. (Bureau)

*[Signature]*

*[Signature]*

CALLAHAN, NICHOLAS P.  
Chief Clerk (Special Agent)

EOD

Grade and Salary

Age

Marital Status

Unit Employed In

Duties

Education

Office of preference

- Clerk, 3/4/35
- Special Agent 6/26/39
- CAF-13, \$7102.20
- 33
- Married
- Mr. Glavin's Office
- Chief Clerk of Bureau
- B.C.S. - Accounting
- None

MR. GLAVIN: Mr. Callahan returned to the Chief Clerk's Office on March 9, 1945, and upon the assignment of Special Agent Robert E. Lee to the House Appropriations Committee, he was designated Chief Clerk of the Bureau. As such he has had the responsibility of handling the budget duties, vouchers, lectures and all of the accounting work handled in this division. He has performed his duties in an excellent manner. He is entirely loyal to the Director and to the Bureau and can be depended upon to do a good job at all times. He handled many space assignments in an excellent manner. His preparation of our initial budget submission for the fiscal year 1948 was excellently done. I rate him as an excellent Special Agent who will advance further in the service.

INSPECTOR MORGAN: Mr. Callahan makes a very favorable personal appearance, has a good, friendly, likable disposition, and is extremely well qualified for his present assignment. He is intensely loyal to the Bureau and is a dependable individual in an excellent status.

Inspection Report  
Administrative Division  
Inspector E. P. Morgan  
December 19, 1946

6 FEB 25 1947

3  
*[Signature]*

## U. S. DEPARTMENT OF JUSTICE

## FEDERAL BUREAU OF INVESTIGATION

WASHINGTON 25, D. C.

Prepared by: *eb*  
Checked by:  
Filed by:

MR. NICHOLAS P. CALLAHAN

Mr. Nicholas P. Callahan

REASSIGNMENT

Date

February 5, 1947

Personnel Action Number

F.B.I. 20101

20101

Legal Authority

Nature  
of Action

Effective

February 9, 1947

Position

FROM

Special Agent (Chief Clerk)

TO

Grade

GAF 13

CCG 56

Salary

\$7102.00

Division

and

Section

Headquarters

Division Three  
Chief Clerk's Office  
D. C.

Appropriations

S &amp; E, F.B.I.

S &amp; E, F.B.I.

Departmental  
or Field☒ Dept.Field ☐Dept. ☐Field ☐

## NATURE OF POSITION

a. VICE

Robert E. Lee  
resig. 1-31-47

P. C. NO.

CCG 56

b. ADDITIONAL IDENTICAL

P. C. NO.

c. NEW

P. C. NO.

Date of Birth

Date of Oath

REMARKS

VICE CHANCE ONLY.

85 FEB 15 1947

STAMP

BUTCH  
MIL

1w/eb

O                      Q

**AFFIDAVIT**  
**STRIKING AGAINST THE FEDERAL GOVERNMENT**

Justice  
(Dept. or Estab.)

Federal Bureau of Investigation  
(Bureau or Office)

9th and Pennsylvania Avenue, N. W., Washington, D. C.  
(Place of Employment)

I, Nicholas P. Callahan, do hereby swear (or affirm) that I am not engaged in any strike against the Government of the United States and that I will not so engage while an employee of the Government of the United States; that I am not a member of an organization of Government employees that asserts the right to strike against the Government of the United States, and that I will not while a Government employee become a member of such an organization.

Nicholas P. Callahan  
(Signature of employee or appointee)

Subscribed and sworn to before me this 11<sup>th</sup> day of July, 1946  
at Washington, District, State of Columbia.



Notary Public  
(Title)

**[SEAL]**

(Not needed where none available)

NOTE: Any officer or employee of a department or establishment who is designated in writing by the head thereof to administer oaths in connection with employment as required by law is authorized to administer the affidavit required incidental to the foregoing and such affidavit must be administered without charge or fee and has the same force and effect as affidavits administered by officers having seals.

STATUTORY PENALTY CLAUSE: "Any person who engages in a strike against the Government of the United States, or who is a member of an organization of Government employees that asserts the right to strike against the Government of the United States \*\*\*and accepts employment the salary or wages for which are paid from any appropriation contained in this Act shall be guilty of a felony and, upon conviction, shall be fined not more than \$1,000 or imprisoned for not more than one year, or both: Provided further, that the above penalty clause shall be in addition to, and not in substitution for, any other provision of existing law."

b6  
b7C

0 JAN 30 1947  
FILED  
FBI  
REC-9C

DEPARTMENT OF JUSTICE  
WASHINGTON 25, D. C.

July 2, 1946.

CIRCULAR NO. 3959

TO ALL EMPLOYEES:

Subject: Affidavit regarding membership in organizations which assert the right to strike against the Government.

Appropriation bills for the fiscal year 1947 provide that no part of the appropriation shall be used to pay the salary or wages of any person who engages in a strike against the Government of the United States or who is a member of an organization of Government employees that asserts the right to strike against the Government of the United States. It is provided that for the purpose of this legislation an affidavit shall be considered prima facie evidence that the person making the affidavit has not contrary to the provisions of this law engaged in a strike against the Government of the United States and is not a member of an organization of Government employees that asserts the right to strike against the Government of the United States.

All employees must execute the affidavit on the other side of this circular. When you have signed the affidavit it should be returned promptly to your immediate supervisor who will forward it through regular channels (for noting against payroll records) to the Administrative Assistant to the Attorney General.

Certifying Officers shall not release salary checks until this affidavit has been prepared and forwarded.



S. A. ANDRETTA  
Administrative Assistant  
to the Attorney General

Prepared by: *[initials]*  
Checked by: *[initials]*  
Filed by: *[initials]*

September 10, 1946

Mr. Nicholas P. Callahan  
Federal Bureau of Investigation  
Washington, D. C.

Dear Mr. Callahan:

I am indeed pleased to advise you that in view of the absence of Mr. Robert E. Lee you have been designated Chief Clerk and have been recommended for promotion to Grade CAF 13 with salary at the rate of \$7102.20 per annum effective September 8, 1946.

In view of the above reallocation your Uniform Promotion to \$6324 per annum in Grade CAF 12, which was to be effective October 6, 1946, has been cancelled.

Sincerely yours,

*[Signature]*  
John Edgar Hoover  
Director

CC: CGQ: Selective Service

CC: Movement Section

CC: Mr. J. E. Edwards

LSD Migr. 3-4-35

LSD CA(A) 6-26-39

67-42911-1000

Searched	.....
Numbered	.....
Filed	.....
3 SEP 13 1946	
FEDERAL BUREAU OF INVESTIGATION	

*[Handwritten signature]*

Mr. Tolson \_\_\_\_\_  
Mr. E. A. Tamm \_\_\_\_\_  
Mr. Clegg \_\_\_\_\_  
Mr. Glavin \_\_\_\_\_  
Mr. Ladd \_\_\_\_\_  
Mr. Nichols \_\_\_\_\_  
Mr. Rosen \_\_\_\_\_  
Mr. Tracy \_\_\_\_\_  
Mr. Carson \_\_\_\_\_  
Mr. Egan \_\_\_\_\_  
Mr. Gurnea \_\_\_\_\_  
Mr. Harbo \_\_\_\_\_  
Mr. Hendon \_\_\_\_\_  
Mr. Pennington \_\_\_\_\_  
Mr. Quinn Tamm \_\_\_\_\_  
Mr. Nease \_\_\_\_\_  
Miss Gandy \_\_\_\_\_



## Office Memorandum • UNITED STATES GOVERNMENT

TO : MR. TOLSON

DATE: September 6, 1946

FROM : W. R. GLAVIN

SUBJECT: N. P. CALLAHAN.  
ACTING CHIEF CLERK

Mr. Tolson	✓
Mr. E. A. Tamm	
Mr. Clegg	
Mr. Coffey	
Mr. Glavin	✓
Mr. Ladd	
Mr. Nichols	
Mr. Rosen	
Mr. Tracy	
Mr. Carson	
Mr. Egan	
Mr. Hendon	
Mr. Pennington	
Mr. Quinn Tamm	
Tele. Room	
Mr. Nease	
Miss Beahm	
Miss Gandy	

You will recall that Mr. Callahan has acted as Chief Clerk in the Administrative Division since Mr. Lee was assigned to duties with the Appropriations Committee on July 1, 1946.

Mr. Callahan has been with the Bureau since March 4, 1935, he having been appointed a Special Agent from a clerical position on June 26, 1939. He is in grade CAF-12 at the present time with a salary of \$6,144.60 per annum.

He is very efficiently handling the duties of Chief Clerk and since the position is vacant while Mr. Lee is on leave without pay, I feel Mr. Callahan should be reallocated to the position of Chief Clerk in the Bureau at grade CAF-13, \$7,102.20 per annum since he has proven entirely satisfactory in this position.

WRG:1rd

I agree

9-6

Letter to Mr. Callahan  
9/10/46

Fainfold

9/16/46

September 11, 1946

Mr. John Edgar Hoover  
Director  
Federal Bureau of Investigation  
U. S. Department of Justice  
Washington 25, D. C.

Mr. Tolson.....	✓
Mr. E. A. Tamm.....	
Mr. Clegg.....	
Mr. Glavin.....	✓
Mr. Ladd.....	
Mr. Nichols.....	
Mr. Rosen.....	
Mr. Tracy.....	
Mr. Carson.....	
Mr. Egan.....	
Mr. Gurnea.....	
Mr. Harbo.....	
Mr. Hendon.....	
Mr. Pennington.....	
Mr. Quinn Tamm.....	
Mr. Nease.....	
Miss Gandy.....	

Dear Mr. Hoover:

I want you to know that I deeply appreciate the promotion just given me, to the position of Chief Clerk, in your letter of September 10, 1946.

This is a high-light in my life, as you might well appreciate, and I assure you that I will make every effort to perform my duties to the best interests of the Bureau in my new position.

Sincerely,

*N. P. Callahan*  
N. P. Callahan

4 SEP 20 1946

Searched .....
Numbered .....
Filed .....
1 SEP 13 1946
FEDERAL BUREAU OF INVESTIGATION

*Director*

September 6, 1946

Mr. Nicholas P. Callahan  
Federal Bureau of Investigation  
Washington, D. C.

Dear Mr. Callahan:

In connection with the Uniform Promotion Act, I am indeed pleased to advise you that you have been recommended for promotion from \$6144.00 per annum to \$8384 per annum in Grade GS-12, effective October 6, 1946.

Sincerely yours,

John Edgar Hoover

67-1121161-1161

Searched	.....
Numbered	.....
Filed	.....
3 SEP 9 1946	
FEDERAL BUREAU OF INVESTIGATION	

RECORDED

Mr. Tolson  
Mr. E. A. Tamm  
Mr. Clegg  
Mr. Glavin  
Mr. Ladd  
Mr. Nichols  
Mr. Rosen  
Mr. Tracy  
Mr. Carson  
Mr. Egan  
Mr. Gurnea  
Mr. Harbo  
Mr. Hendon  
Mr. Pennington  
Mr. Quinn Tamm  
Mr. Nease  
Miss Gandy

cc: CGO, Selective Service  
Movement Section

Mr. J. E. Edwards - OD, 6/26/39

FEDERAL BUREAU OF INVESTIGATION

JW:bas

# DEPARTMENT OF JUSTICE

WASHINGTON 25, D. C.

October 6, 1946

Prepared by *Jer*

Checked by *lc*

Filed by:

13559

Name: **MR. NICHOLAS D. CALLAHAN**  
*MR. NICHOLAS P. CALLAHAN*

Nature Of Action: **PROMOTION**

Effective: **October 6, 1946**

NO. **FBI 13559**

CIVIL SERVICE OR  
OTHER LEGAL AUTHORITY

	FROM	TO
Position	<b>Special Agent</b>	<b>Special Agent (Chief Clerk)</b>
Grade	<b>CAP 12</b>	<b>CAP 13</b>
Salary	<b>\$6144.60</b>	<b>\$7102.22</b>
Bureau or Division		<b>Division Three Chief Clerk's Office</b>
Headquarters		<b>D. C.</b>
Appropriations	<b>D.C. FBI</b>	<b>same</b>
Departmental Or Field	<input type="checkbox"/> DEPT. <input checked="" type="checkbox"/> FIELD	<input checked="" type="checkbox"/> DEPT. <input type="checkbox"/> FIELD

NATURE OF POSITION

a NEW

P. C. No.

b ADDITIONAL IDENTICAL  
**Robert L. Lee, who is on extended leave without pay**

P. C. No.

**822 56**

c VICE

P. C. No.

REMARKS:

DATE OF OATH

DATE OF BIRTH

*W-Jer*

59 SEP 13 1946

*[Signature]*  
Special Agent in Charge

11. (FILE)

# DEPARTMENT OF JUSTICE

WASHINGTON 25, D. C.  
October 10, 1945

Prepared by: *[Signature]*  
Checked by: *[Signature]*  
Filed by: *[Signature]*  
135-58

Name **MR. NICHOLAS P. CALLAHAN**

NO. **FD-13552**

Nature Of Action **CANCEL PERIODIC PAY INCREASE**

CIVIL SERVICE OR OTHER LEGAL AUTHORITY

Effective **October 6, 1945**

	FROM	TO
Position	<b>SPECIAL AGENT</b>	
Grade	<b>GS-12</b>	<b>GS-12</b>
Salary	<b>\$5144.00</b>	<b>\$5144.00</b>
Bureau or Division		
Headquarters		
Appropriations	<b>CCF, FBI</b>	
Departmental Or Field	<input type="checkbox"/> DEPT.	<input checked="" type="checkbox"/> FIELD

NATURE OF POSITION

a NEW

P. C. No.

b ADDITIONAL IDENTICAL

P. C. No.

c VICE

P. C. No.

REMARKS: **Cancelling above as shown on Refold 112-1.**

DATE OF OATH

DATE OF BIRTH

*[Signature]* 15 SEP 13 1946

*[Signature]*  
NOT RECORDED

# DEPARTMENT OF JUSTICE

WASHINGTON 25, D. C.

Filed by: *eb*

Name : **MR. NICHOLAS P. CALLAHAN**  
Mr. Nicholas P. Callahan

Nature Of Action : **PERIODIC PAY INCREASE**

Effective : **October 6, 1946**

No. **FD-1303 13203**

CIVIL SERVICE OR  
OTHER LEGAL AUTHORITY

	FROM	TO
Position	Special Agent	
Grade	CAP 12	CAP 12
Salary	\$3144.60	\$3334
Bureau or Division		
Headquarters		
Appropriations	DSI, FBI	
Departmental or Field	<input checked="" type="checkbox"/> DEPT.	<input type="checkbox"/> FIELD

NATURE OF POSITION

a NEW

P. C. No.

b ADDITIONAL IDENTICAL

P. C. No.

c VICE

P. C. No.

REMARKS: From Union Auto. From Bill, Public Law 200 as amended 6-30-45. From Union Auto. From Bill, Public Law 200 from \$4000 to \$4000 eff. 4-1-45; DSI to \$3350 eff. 7-1-45; FBI to \$3144.60 eff. 7-1-46.

DATE OF OATH

DATE OF BIRTH

59 SEP 12 1946

NOT RECORDED 1

*[Handwritten signature and initials]*

July 15, 1946

PERSONAL AND CONFIDENTIAL

Mr. H. P. Callahan  
Federal Bureau of Investigation  
Washington, D. C.

Dear Mr. Callahan:

The Bureau is in receipt of the report of the physical examination afforded you at the United States Naval Hospital, Bethesda, Maryland, on June 14, 1946.

This report reflects that you have no physical defects.

The Board of Examining Physicians of the United States Naval Hospital reports that you are capable of performing strenuous physical exertion and have no physical defects that would interfere with your participation in raids or other work involving the practical use of firearms.

Sincerely yours,

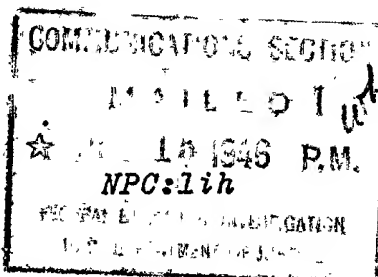
J. E. Hoover

John Edgar Hoover  
Director

CC: Mr. Glavin

NOT RECORDED  
JUL 17 1946

Mr. Tolson \_\_\_\_\_  
Mr. E. A. Tamm \_\_\_\_\_  
Mr. Clegg \_\_\_\_\_  
Mr. Coffey \_\_\_\_\_  
Mr. Glavin \_\_\_\_\_  
Mr. Ladd \_\_\_\_\_  
Mr. Nichols \_\_\_\_\_  
Mr. Rosen \_\_\_\_\_  
Mr. Tracy \_\_\_\_\_  
Mr. Carson \_\_\_\_\_  
Mr. Egan \_\_\_\_\_  
Mr. Gurnea \_\_\_\_\_  
Mr. Hendon \_\_\_\_\_  
Mr. Pennington \_\_\_\_\_  
Mr. Quinn Tamm \_\_\_\_\_  
Mr. Nease \_\_\_\_\_  
Miss Gandy \_\_\_\_\_



32

A

RECORD OF PHYSICAL EXAMINATION OF OFFICERS AND SPECIAL AGENTS  
FEDERAL BUREAU OF INVESTIGATION, U. S. DEPARTMENT OF JUSTICE

NAME N. P. Callahan AGE 32 YEARS, 6 MONTHS  
NATIVITY (state of birth) D. C. MARRIED, SINGLE, WIDOWED: m NUMBER OF CHILDREN 2  
FAMILY HISTORY mother good health; father deceased 1935 - pneumonia

HISTORY OF ILLNESS OR INJURY hernia - rt. repaired 1932  
appendectomy 1936  
broken rt. leg 1943

HEAD AND FACE n

EYES: PUPILS (size, shape, reaction to light and distance, etc.) n

DISTANT VISION RT. 20/ 15; corrected to 20/

LT. 20/ 15, corrected to 20/

COLOR PERCEPTION n

(state edition of Stilling's plates or Lamps used)

DISEASE OR ANATOMICAL DEFECTS n

EARS: HEARING RT. WHISPERED VOICE 15 /15' CONVERSATIONAL SPEECH 15 /15'

LT. WHISPERED VOICE 15 /15' CONVERSATIONAL SPEECH 15 /15'

DISEASE OR DEFECTS n

NOSE Sl. dev. nasal sept. N.L.

(Disease or anatomical defect, obstruction, etc. State degree)

SINUSES n

TONGUE, PALATE, PHARYNX, LARYNX, TONSILS n

TEETH AND GUMS (disease or anatomical defect): n

MISSING TEETH 4, 18, 30

NONVITAL TEETH n

PERIAPICAL DISEASE n

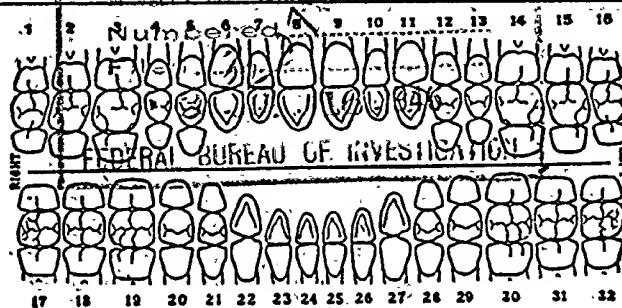
MARKED MALOCCLUSION n

PYORRHEA ALVEOLARIS n

TEETH REPLACED BY BRIDGES n

DENTURES n

REMARKS



E. F. Morton

(Signature of Dental Officer)

GENERAL BUILD AND APPEARANCE robust

TEMPERATURE 99

CHEST AT EXPIRATION 35 1/2

HEIGHT 68

CHEST AT INSPIRATION 40

WEIGHT 161

CIRCUMFERENCE OF ABDOMEN AT UMBILICUS 35

RECENT GAIN OR LOSS, AMOUNT AND CAUSE n

SKIN, HAIR, AND GLANDS n

NECK (abnormalities, thyroid gland, trachea, larynx) n

SPINE AND EXTREMITIES (bones, joints, muscles, feet) n



THORAX (size, shape, movement, rib cage, mediastinum) n  
RESPIRATORY SYSTEM, BRONCHI, LUNGS, PLEURA, ETC. n

CARDIO-VASCULAR SYSTEM n  
HEART (note all signs of cardiac involvement) n

PULSE: BEFORE EXERCISE 88 BLOOD PRESSURE: SYSTOLIC 110  
AFTER EXERCISE 100 DIASTOLIC 70  
THREE MINUTES AFTER 84  
CONDITION OF ARTERIES n CHARACTER OF PULSE Strong & reg.  
CONDITION OF VEINS n HEMORRHOIDS n

ABDOMEN AND PELVIS (condition of wall, scars, herniae, abnormality of viscera)  
Well healed scar RLQ Well healed rt. ing. hernia scar

GENITO-URINARY SYSTEM n  
URINALYSIS: SP. GR. 1.025 ALB. n SUGAR n MICROSCOPICAL n  
VENEREAL DISEASE n

NERVOUS SYSTEM n (organic or functional disorders)  
ROMBERG n INCOORDINATION (gait, speech) n  
REFLEXES, SUPERFICIAL n DEEP (knee, ankle, elbow) n TREMORS n  
SEROLOGICAL TESTS n BLOOD TYPE O  
ABNORMAL PSYCHE (neurasthenia, psychasthenia, depression, instability, worries) tetanus no

typhus no  
SMALLPOX VACCINATION: DATE OF LAST VACCINATION child hood  
TYPHOID PROPHYLAXIS: NUMBER OF COURSES no  
DATE OF LAST COURSE

REMARKS ON ABNORMALITIES NOT OTHERWISE NOTED OR SUFFICIENTLY DESCRIBED ABOVE

SUMMARY OF DEFECTS Vision shld be corr. to 20/20 by glasses

CAPABLE OF PERFORMING DUTIES INVOLVING full PHYSICAL EXERTION

IS THIS INDIVIDUAL PHYSICALLY FIT TO PARTICIPATE IN RAIDS AND APPREHENSION OF CRIMINALS  
WHICH MIGHT ENTAIL THE PRACTICAL USE OF FIREARMS yes (yes or no)  
(when no is given state cause)

FINDINGS, RECOMMENDATIONS AND REMARKS (as per boards, when necessary)

Vision shld be corr. to 20/20 by glasses Data not to be increased

E. A. John  
Lt. MC, USN

DATE OF EXAMINATION 6-14-46

NICHOLAS P. CALLAHAN, SPECIAL AGENT

Entered on duty	March 4, 1935
Official title	Special Agent
Unit employed in	Administrative Division
Grade and salary	CAF-12, \$5333
Age	52
Marital status	Married - 2 children
Education	B.S.E. - Accounting
In this Unit since	March 10, 1945
Office of preference	None
Duties	Personnel and other Administrative Duties
Badge, commission card and gun	Satisfactory

MR. GLAVIN:

Since his reassignment to the Administrative Division he has had supervision of all transportation problems of the Bureau and has supervised the Selective Service work in so far as deferments of the Bureau's employees are concerned. He has maintained liaison with the Naval Hospital for physical examinations and has handled various and sundry miscellaneous tasks which have been assigned to him as an Agent in my immediate office. He is familiar with our budget and supply procedures, can be depended upon to utilize good judgment in the handling of outside contacts and he has been particularly successful in maintaining exceptionally good contacts with the medical staff at the Naval Hospital and all transportation representatives in Washington. He is thoroughly qualified as a supervisor. He is a good field Agent. He is an excellent accountant, has administrative and executive ability and could be considered for an administrative position in the field. He best serves the Bureau in his present position, however.

INSPECTOR J. C. EGAN:

Mr. Callahan is possessed of a good appearance, is a willing, hard worker of above average ability and judgment and I would rate him an excellent.

Inspection Report  
Administrative Division  
Inspector J. C. Egan  
April 1 to 19, 1946  
(Interview by Inspector Egan)

RECEIVED  
JUN 1946

May 27, 1946

Mr. Nicholas P. Callahan  
Federal Bureau of Investigation  
Washington, D. C.

Dear Mr. Callahan:

I want to express to you my appreciation for the personal attention given by you to aiding in having Assembly Room #1 available and in satisfactory condition at all times for use at the United States Attorneys' Conference. You and your associates were most helpful and I am deeply appreciative.

Sincerely yours,  
J. Edgar Hoover

CC - Mr. Glavin  
Mr. Nichols

hnc;hd

67-439161-116

Searched	.....
Numbered	.....
Filed	.....
3 MAY 29 1946	
FEDERAL BUREAU OF INVESTIGATION	

Mr. Tolson  
Mr. E. A. Tamm  
Mr. Clegg  
Mr. Glavin  
Mr. Ladd  
Mr. Nichols  
Mr. Rosen  
Mr. Tracy  
Mr. Carson  
Mr. Egan  
Mr. Gurnea  
Mr. Harbo  
Mr. Hendon  
Mr. Pennington  
Mr. Quinn Tamm  
Mr. Nease  
Miss Gandy

FEDERAL BUREAU OF INVESTIGATION

MAY 27 1946

MAY 27 9 12 AM '46  
U. S. DEPT. OF JUSTICE  
RECEIVED

RECEIVED  
U. S. DEPT. OF JUSTICE  
MAY 27 9 36 AM '46  
DIRECTOR

# REPORT OF EFFICIENCY RATING

ADMINISTRATIVE-UNOFFICIAL ( )  
OFFICIAL:  
REGULAR ( ) SPECIAL ( )  
PROBATIONAL or TRIAL PERIOD ( )

As of March 31, 1946 based on performance during period from April 1, 1945 to March 31, 1946

Nicholas P. Callahan Special Agent, CAF-12, \$5390  
(Name of employee) (Title of position, service, and grade)

FBI, Administrative Division, Seat of Government  
(Organization—Indicate bureau, division, section, unit, field station)

ON LINES BELOW MARK EMPLOYEE	1. Study the instructions in the Rating Official's Guide, C. S. C. Form No. 3823A. 2. Underline the elements which are especially important in the position. 3. Rate only on elements pertinent to the position. a. Do not rate on elements in <i>italics</i> except for employees in administrative, supervisory, or planning positions. b. Rate administrative, supervisory, and planning functions on elements in <i>italics</i> .	CHECK ONE: Administrative, supervisory, or planning <input type="checkbox"/> All others <input type="checkbox"/>
---------------------------------	---	--

- |   |  |
|---|--|
| <p>----- (1) Maintenance of equipment, tools, instruments.<br/>----- (2) Mechanical skill.<br/>----- (3) Skill in the application of techniques and procedures.<br/>----- (4) Presentability of work (appropriateness of arrangement and appearance of work).<br/>----- (5) Attention to broad phases of assignments.<br/>----- (6) Attention to pertinent detail.<br/>----- (7) Accuracy of operations.<br/>----- (8) Accuracy of final results.<br/>----- (9) Accuracy of judgments or decisions.<br/>----- (10) Effectiveness in presenting ideas or facts.<br/>----- (11) Industry.<br/>----- (12) Rate of progress on or completion of assignments.<br/>----- (13) Amount of acceptable work produced (Is mark based on production records? (Yes or no)).<br/>----- (14) Ability to organize his work.<br/>----- (15) Effectiveness in meeting and dealing with others.<br/>----- (16) Cooperativeness.<br/>----- (17) Initiative.<br/>----- (18) Resourcefulness.<br/>----- (19) Dependability.<br/>----- (20) Physical fitness for the work.</p> | <p>----- (21) Effectiveness in planning broad programs.<br/>----- (22) Effectiveness in adapting the work program to broader or related programs.<br/>----- (23) Effectiveness in devising procedures.<br/>----- (24) Effectiveness in laying out work and establishing standards of performance for subordinates.<br/>----- (25) Effectiveness in directing, reviewing, and checking the work of subordinates.<br/>----- (26) Effectiveness in instructing, training, and developing subordinates in the work.<br/>----- (27) Effectiveness in promoting high working morale.<br/>----- (28) Effectiveness in determining space, personnel, and equipment needs.<br/>----- (29) Effectiveness in setting and obtaining adherence to time limits and deadlines.<br/>----- (30) Ability to make decisions.<br/>----- (31) Effectiveness in delegating clearly defined authority to act.</p> |
|---|--|

## STATE ANY OTHER ELEMENTS CONSIDERED

- (A) Capability of additional responsibility  
----- (B) \_\_\_\_\_  
----- (C) \_\_\_\_\_

## STANDARD

Deviations must be explained on reverse side of this form

Plus marks on all underlined elements, and no minus marks.  
Plus marks on at least half of the underlined elements, and no minus marks.  
Check marks or better on a majority of underlined elements, and any minus marks overcompensated by plus marks.  
Check marks or better on a majority of underlined elements, and minus marks not overcompensated by plus marks.  
Minus marks on at least half of the underlined elements.

Adjective rating  
Excellent  
Very good  
Good  
Fair  
Unsatisfactory

Rating official EXCELLENT

Reviewing official \_\_\_\_\_

67-NOT RECORDED

Rated by [Signature] Assistant Director March 31, 1946  
(Signature of rating official) (Title) (Date)

Reviewed by \_\_\_\_\_  
(Signature of reviewing official) (Title) (Date)

Rating approved by efficiency rating committee \_\_\_\_\_ Report to employee \_\_\_\_\_  
(Date) (Adjective rating)

NICHOLAS P. CALLAHAN  
Special Agent  
Annual Efficiency Rating

Mr. Callahan entered on duty on March 4, 1935, in a clerical capacity and was assigned to the Chief Clerk's Office at that time. He became a Special Agent on June 26, 1939 and has been assigned to the Chief Clerk's Office on two separate occasions since then, the last time being on March 9, 1945.

Since his reassignment to the Administrative Division, he has had supervision of all transportation problems of the Bureau and has supervised the Selective Service work insofar as deferments of the Bureau's employees are concerned. He has maintained liaison with the Naval Hospital for physical examinations and has handled various and sundry miscellaneous tasks which have been assigned to him as an Agent in my immediate office. He is familiar with our budget and supply procedures, can be depended upon to utilize good judgment in the handling of outside contacts and he has been particularly successful in maintaining exceptionally good contacts with the medical staff of the Naval Hospital and all transportation representatives in Washington. He is thoroughly qualified as a supervisor. He is a good field Agent. He is an excellent accountant, has administrative and executive ability and could be considered for an administrative position in the field. He best serves the Bureau in his present position, however.

Callahan is qualified to handle any of the investigative matters within the jurisdiction of the Bureau and can handle the special accounting investigations in an excellent manner. He is qualified in the use of Firearms and could be used on dangerous assignments. He is loyal to the Director and the Bureau. I would rate him an EXCELLENT Agent.

TO

FROM : E. P. CALLAHAN

SUBJECT: Transportation of Agents Attending In-service  
Schools

As you know, on March 15, 1946, all restrictions on travel and time limits in making advance reservations were lifted in connection with railroad transportation. It is now possible to make reservations as far in advance as desired and in view of this it is thought that you may desire to give consideration to discontinuing the service previously afforded in-service agents of arranging their return reservations and picking up their railroad tickets.

In the event the decision should be to discontinue this service it would make available a clerical employee here at the Seat of Government for other duties and it would reduce materially the number of teletype messages between here and Chicago and western field offices, inasmuch as a great number of the requests are made at the Chicago Office for space west of there. It is understood of course that in emergencies where difficulties are encountered assistance would still be rendered in obtaining transportation.

In the event you approve this suggestion an appropriate letter will be prepared to all Special Agents in Charge advising them concerning the discontinuance of this service so that arrangements can be made by the agents coming in to In-Service to obtain their reservations both ways prior to their departing headquarters.

8 APR 29 1946

67-NOT RECORDED

WRG:LEO

THE DIRECTOR

December 14, 1945

W. H. OLAVIN

PERSONNEL

J P Callahan

Reference is made to the Director's memorandum of November 28, 1945, SAC Letter NO. 108, Series 1945, concerning personnel wherein I was instructed to submit by January 15, 1946, a list of those Special Agents in my office who should be considered on a long range basis for development as Special Agents in Charge.

At the present time I feel that the following Special Agents can be considered in this category:

SPECIAL AGENT ROBERT E. LEE

SA Lee is assigned as Chief Clerk. He is in grade CAF-13, is thoroughly qualified in the handling of the Administrative Division, has an excellent knowledge of the budget and an excellent knowledge of the Department. I feel that SA Lee in his present position can much better serve the Bureau, although I have no doubt that he could handle a Special Agent in Charge position in any of the offices of the Bureau, outside of possibly New York, at the present time.

SPECIAL AGENT JOHN P. MOHR

SA Mohr at the present time is the Personnel Officer of the Bureau. He is in grade CAF-13. He is the best qualified Special Agent Supervisor in the Bureau on veterans' preferences, Civil Service replacement procedures, WAO directives, and other such matters. It is felt that he can best serve the Bureau in his present position. He does have the ability to be considered for a Special Agent in Charge although he is better serving the Bureau in his present position.

SPECIAL AGENT H. L. EDWARDS

Mr. Edwards is presently designated as Classification Officer of the Bureau, is in grade CAF-12 and is exceptionally well fitted for his present duties. He has, however, the capacity, the appearance, the intelligence and the experience to be considered for further development in the Bureau and I would have no hesitancy in recommending him for a high administrative position in the field. I do feel that Mr. Edwards is ideally placed at the present time, although I will not hesitate to release him in the event he can be considered for advancement elsewhere.

33

-2-

SPECIAL AGENT M. P. CALLAHAN

Mr. Callahan possesses the necessary experience, intelligence and loyalty to be considered for further development in the Bureau. He is qualified in all of the Administrative Division work, handles all of the rail and air transportation matters, is an expert on Selective Service matters insofar as Bureau personnel matters is concerned, is entirely familiar with the budget and can be utilized in any unit of the Division without hesitation. He has the capacity for further development. He is presently in grade GAF-12. I would have no hesitancy in releasing him if the opportunity arose for his further advancement in the field service, although he is of great value to the Bureau in his present assignment.

SPECIAL AGENT J. E. EDWARDS

Special Agent Edwards has the Capacity for further development in the service. He could be considered at the present time for an administrative position in the field, although he would need further development before being considered for a SAC position. He handles a tremendous volume of work. He is very loyal to the Bureau and is one of the most hard-working Supervisors I have ever had since my period of assignment at Washington. He presently handles all of the disciplinary matters insofar as briefing, research and initial recommendations are concerned, handles all accident, compensation and leave matters, as well as promotions under the Uniform Promotion Act and related procedures. He is well adapted to his present position.

Special Agents Gauthier and Renneberger are presently assigned where they can be of most value to the Bureau. Neither has had any extensive field experience and in their specialized fields, the Bureau is realizing their full worth. It is hoped at some later date that further consideration can be given to their reallocations.



**Federal Bureau of Investigation**  
**United States Department of Justice**

Director  
Federal Bureau of Investigation  
United States Department of Justice  
Washington, D. C.

Dear Sir:

For inclusion in the fund to be paid to the widow or designated beneficiary of any Special Agent of the Federal Bureau of Investigation, United States Department of Justice, who had contributed to this fund prior to February 28, 1946, and who dies from any cause except self-destruction while employed as a Special Agent, I am forwarding herewith (by CHECK ~~MONETARY ORDER~~) the sum of ten dollars (\$10.00), made payable to the Chief Clerk of said Bureau, to be included in said fund. Payment will be made for death by self-destruction after the Agent has been a member of the fund for two years. It is understood and agreed that the sum tendered herewith is a voluntary, gratuitous contribution to said fund, which I understand is to be administered in the following manner:

The Director of the Bureau will appoint a committee which shall consider all matters pertaining to the acquisition, safe keeping and expending of said fund, which committee will recommend appropriate action to the Director of the Bureau in pertinent matters. The Chief Clerk of said Bureau shall receive all contributions and account for same to the Director.

Upon the death of any Special Agent, the appointed committee will consider the case and submit a recommendation to the Director as to its conclusions. Appropriate instructions will then be issued to the Chief Clerk, directing him to pay to the designated beneficiary the sum of \$10,000.

The following person is hereby designated as my beneficiary for F. B. I. Agents' Insurance Fund:

Name Samuel Beale Address \_\_\_\_\_  
Relationship \_\_\_\_\_ Dated \_\_\_\_\_

The following person is hereby designated as my beneficiary under the Chas. S. Ross Fund providing \$1500-death benefit to beneficiary of agents killed in line of duty.

Name Samuel Beale Address \_\_\_\_\_  
Relationship \_\_\_\_\_ Dated \_\_\_\_\_

Ack  
2/28/46  
jc

Very truly yours,

H. P. Callahan  
Special Agent

71  
Files  
Wing: Rel

## Office Memorandum • UNITED STATES GOVERNMENT

TO : MR. GLAVIN

DATE: FEBRUARY 20, 1946

FROM : N. P. CALLAHAN

SUBJECT:

Wife of Special Agent [redacted]  
New Haven Field Division

Mr. Tolson ✓  
Mr. E. A. Tamm ✓  
Mr. Clegg ✓  
Mr. Coffey ✓  
Mr. Glavin ✓  
Mr. Ladd ✓  
Mr. Nichols ✓  
Mr. Rosen ✓  
Mr. Tracy ✓  
Mr. Carson ✓  
Mr. Egan ✓  
Mr. Hendon ✓  
Mr. Pennington ✓  
Mr. Quinn Tamm ✓  
Tele. Room ✓  
Mr. Nease ✓  
Miss Beahm ✓  
Miss Gandy ✓

The SAC at New Haven in the attached letter of February 14, 1946, solicited the Bureau's aid in obtaining a quantity of the new drug known as streptomycin for treatment of [redacted] who is suffering from a kidney stone condition. The letter points out that her attending physician advised it is impossible to operate on her at this time in view of a recent operation from which she has not recovered yet and her condition is such that unless this new drug, streptomycin, could be obtained, [redacted]'s chances of continued life are not too good. The letter also pointed out that this drug is very closely controlled by the Civilian Production Administration in Washington, D. C.

Pursuant to your instructions, the writer contacted Dr. C. S. Weare at the Bethesda Naval Hospital who referred the writer to Dr. A. G. Lueck located in the Bureau of Medicine and Surgery, Navy Department, 23rd and E Streets, N. W., telephone extension 63708, Room 107, Building #2. Dr. Lueck is the one that passes judgment as far as the Navy is concerned upon the purchase and supply of this drug for the Navy hospitals throughout the country. He advised the writer that he doubted whether or not there was a sufficient quantity in production in the various pharmaceutical concerns throughout the country to allow its release to civilians since it is restricted to military and clinical use at the present time. However, the writer contacted Mr. Roy Kock who controls this drug for the Civilian Production Administration and whose name was furnished by Dr. Lueck who advised that the CPA had no quantities of this drug which could be made available at this time.

Pursuant to Dr. Lueck's suggestion, in the event the writer failed to obtain any satisfaction toward the obtaining of this drug from the Civilian Production Administration, he called him back at which time Dr. Lueck suggested that the writer drop over to his office and see him. Accordingly, the writer visited Dr. Lueck's office at which time he stated that if the Bureau could assure that no publicity would ensue for their releasing the quantity desired for the treatment for [redacted] and that word would not get around as to its source in the medical circles, he could in all probability arrange for the release of the necessary quantity. Accordingly, the writer displayed to him the certificate furnished by the doctor and transmitted with the SAC's communication to the Bureau and Dr. Lueck obtained the necessary clearance from the Chief of Surgery of the Navy Department for the release of this drug. He advised the writer that it was being shipped

b6  
b7c

special delivery on the night of February 19 to the doctor treating [redacted] In this connection it should be pointed out that at the time Dr. Lueck indicated he would be able to make available the supply of drug needed that he was questioned as to what means of reimbursement should be used to defray the cost of this drug and he advised that there would be no cost involved and reiterated his previous request that its source be kept confidential. He requested that [redacted]'s physician, who is Dr. Clyde L. Deming, Yale University, The School of Medicine, Department of Surgery, Section of Urology, 789 Howard Avenue, New Haven, 4, Connecticut, furnish Dr. Lueck with a report of the results obtained from the treatment of [redacted] with this new drug. It is further pointed out that had it been necessary to obtain this drug commercially, it would have cost \$25 per million units and the cost to the Navy is \$16.80 per million units. It will, therefore, be seen that considerable saving has been afforded in this case since [redacted] required 5 million units of this drug which Dr. Lueck describes as somewhat similar to penicillin, however, it differs in that it controls some of the bacteria which penicillin does not cure. He stated that it is not known what the possibilities are at the present time, indicating that its use was still mainly along the lines of clinical research and for this reason they desired the report which they requested to aid them in evaluating the effectiveness of the drug. b6 b7C

Immediately upon advice received from Dr. Lueck that the drug was being shipped to Dr. Deming, I telephonically contacted ASAC Whelan at the New Haven Office and advised him concerning the above and reiterated the doctor's request that the source of this material be kept strictly confidential; that no publicity should get out concerning it and that they should follow to see that Dr. Deming submits the report requested by the Navy as to the results obtained after using this drug.

*H. P. Callahan*

NPC:AB

*Callahan did a good  
job here - Mrs Goodrow's continued  
life may be the result.  
Ray of 10/16 ✓*



**Federal Bureau of Investigation  
United States Department of Justice**



7-27-45

IN REPLY, PLEASE REFER TO

FILE NO. \_\_\_\_\_

Director  
Federal Bureau of Investigation  
United States Department of Justice  
Washington, D. C.

Dear Sir:

For inclusion in the fund to be paid to the widow or designated beneficiary of any Special Agent of the Federal Bureau of Investigation, United States Department of Justice, who had contributed to this fund prior to July 30, 1945, and who dies from any cause except self-destruction while employed as a Special Agent, I am forwarding herewith (by ~~CHECK - MONEY ORDER~~) *Cash* the sum of ten dollars (\$10.00), made payable to the Chief Clerk of said Bureau, to be included in said fund. Payment will be made for death by self-destruction after the Agent has been a member of the fund for two years. It is understood and agreed that the sum tendered herewith is a voluntary, gratuitous contribution to said fund, which I understand is to be administered in the following manner:

The Director of the Bureau will appoint a committee which shall consider all matters pertaining to the acquisition, safe keeping and expending of said fund, which committee will recommend appropriate action to the Director of the Bureau in pertinent matters. The Chief Clerk of said Bureau shall receive all contributions and account for same to the Director.

Upon the death of any Special Agent, the appointed committee will consider the case and submit a recommendation to the Director as to its conclusions. Appropriate instructions will then be issued to the Chief Clerk; directing him to pay to the designated beneficiary the sum of \$10,000.

The following person is hereby designated as my beneficiary for F. B. I. Agents' Insurance Fund:

Name LILLIAN P. CALLAHAN Address 1032 TAUSSIG PL., N.E.  
Relationship WIFE Dated JULY 27, 1945

The following person is hereby designated as my beneficiary under the Chas. S. Ross Fund providing \$1500-death benefit to beneficiary of agents killed in line of duty.

Name SAME AS ABOVE Address \_\_\_\_\_  
Relationship \_\_\_\_\_ Dated \_\_\_\_\_

Very truly yours,

*L. P. Callahan*  
Special Agent

*ack  
7-30-45  
mhl*

*59  
1945  
AUG 6  
file  
Lung-Rel*

DEPARTMENT OF JUSTICE  
NOTICE OF LEAVE WITHOUT PAY

No. \_\_\_\_\_

dls

M Nicholas P. CallahanDate July 28 1945

Title

Grade and Salary

Division or Bureau FBIDepartment ☐

Appropriation

Field ☐ agent

Beginning

Terminating C. O. B.

Indefinite [ ]\*

Remarks

Deduct 8 hrs. on 7-21-45J. Edgar Hoover

## \*IMPORTANT:

This form to be used for reporting all leave without pay EXCEPT military.


Persons returning to duty subsequent to this report or from indefinite leave will not be restored to the pay roll until Form PR3a (LWOP) is submitted.

COMMUNICATIONS SECTION

MAILED 15

★ JUL 28 1945 P.M.

6. (Bureau)

FEDERAL BUREAU OF INVESTIGATION  
U. S. DEPARTMENT OF JUSTICEA handwritten signature, possibly "J. Edgar Hoover", is written over a circular date stamp that reads "6 JUL 31 1945".

# REPORT OF EFFICIENCY RATING

ADMINISTRATIVE-UNOFFICIAL ( )  
OFFICIAL:  
REGULAR ( ) SPECIAL ( )  
PROBATIONAL or TRIAL PERIOD ( )

As of March 31, 1945 based on performance during period from Mar. 31, 1944 to Mar. 31, 1945

N. P. Callahan  
(Name of employee)

Special Agent, CAF-12, \$4800  
(Title of position, service, and grade)

Federal Bureau of Investigation Administrative Division  
(Organization—Indicate bureau, division, section, unit, field station)

ON LINES BELOW MARK EMPLOYEE ✓ if adequate - if weak + if outstanding	1. Study the instructions in the Rating Official's Guide, C. S. C. Form No. 3823A. 2. Underline the elements which are especially important in the position. 3. Rate only on elements pertinent to the position. a. Do not rate on elements in <i>italics</i> except for employees in administrative, supervisory, or planning positions. b. Rate administrative, supervisory, and planning functions on elements in <i>italics</i> .	CHECK ONE: Administrative, supervisory, or planning <input type="checkbox"/> All others <input type="checkbox"/>
---	---	--

- (1) Maintenance of equipment, tools, instruments.  
----- (2) Mechanical skill.  
----- (3) Skill in the application of techniques and procedures.  
+ (4) Presentability of work (appropriateness of arrangement and appearance of work).  
+ (5) Attention to broad phases of assignments.  
+ (6) Attention to pertinent detail.  
+ (7) Accuracy of operations.  
+ (8) Accuracy of final results.  
+ (9) Accuracy of judgments or decisions.  
+ (10) Effectiveness in presenting ideas or facts.  
+ (11) Industry.  
+ (12) Rate of progress on or completion of assignments.  
+ (13) Amount of acceptable work produced. (Is mark based on production records? -----) (Yes or no)  
+ (14) Ability to organize his work.  
+ (15) Effectiveness in meeting and dealing with others.  
+ (16) Cooperativeness.  
+ (17) Initiative.  
+ (18) Resourcefulness.  
+ (19) Dependability.  
+ (20) Physical fitness for the work.

- (21) Effectiveness in planning broad programs.  
+ (22) Effectiveness in adapting the work program to broader or related programs.  
----- (23) Effectiveness in devising procedures.  
----- (24) Effectiveness in laying out work and establishing standards of performance for subordinates.  
+ (25) Effectiveness in directing, reviewing, and checking the work of subordinates.  
+ (26) Effectiveness in instructing, training, and developing subordinates in the work.  
+ (27) Effectiveness in promoting high working morale.  
+ (28) Effectiveness in determining space, personnel, and equipment needs.  
+ (29) Effectiveness in setting and obtaining adherence to time limits and deadlines.  
+ (30) Ability to make decisions.  
+ (31) Effectiveness in delegating clearly defined authority to act.

STATE ANY OTHER ELEMENTS CONSIDERED

- (A) -----  
----- (B) -----  
----- (C) -----

STANDARD  
Deviations must be explained on reverse side of this form

Plus marks on all underlined elements, and no minus marks.  
Plus marks on at least half of the underlined elements, and no minus marks.  
Check marks or better on a majority of underlined elements, and any minus marks overcompensated by plus marks.  
Check marks or better on a majority of underlined elements, and minus marks not overcompensated by plus marks.  
Minus marks on at least half of the underlined elements.

Adjective rating  
Excellent  
Very good  
Good  
Fair  
Unsatisfactory

Rating official

Reviewing official

Rated by [Signature] Asst. Director  
(Signature of rating official) (Title)

March 31, 1945  
(Date)

Reviewed by \_\_\_\_\_  
(Signature of reviewing official) (Title)

(Date)

Rating approved by efficiency rating committee \_\_\_\_\_ Report to employee \_\_\_\_\_  
(Date) (Adjective rating)

RE: NICHOLAS P. CALLAHAN  
Special Agent  
Administrative Division

Special Agent Callahan is rated as Very Good for the past rating period. Callahan returned to the Administrative Division in February of this year after having been assigned to the Philadelphia Office for some months during the current rating period. His work in so far as the Administrative Division is concerned both before and after his return from Philadelphia has been excellent.

It will be recalled that he had difficulty in testifying in Baltimore during the current rating period and for that reason alone is rated as Very Good. At the present time I rate him as excellent since he is performing an outstanding job here. He is assisting me on Selective Service matters, and he is handling all transportation problems, physical examinations and generally pinch-hitting in my immediate office due to the many absences of Mr. Lee on special assignments. He is entirely loyal to the Director and the Bureau.

MPC

# CLASSIFICATION ADVICE

App. Not Req



Local Board No. 11  
Baltimore

MAY 9 1945

5438 York Road  
Baltimore, Maryland

(Local Board Date Stamp With Code)

5/9/45  
(Date of mailing of Notice of Classification to Registrant)

You are advised that—

Nicholas  
(First name)

Peters  
(Middle name)

Callahan  
(Last name)

Order No. 433

until

(Insert date for Class II-A and II-B only)

by ☒ Local Board.

☐ Board of Appeal (by vote of ..... to .....)

☐ President.

DSS Form 59  
(Revised 12-10-43)

has been classified in Class 2A

67-439101-1104

9/27 3045

RECORDED

Sent..... Recorded.....  
Searched..... Indexed.....  
Filed.....  
6 MAY 22 1945  
FEDERAL BUREAU OF INVESTIGATION  
M. D. Herbold

(See other side)

(Member or clerk of local board)

16-37583-2



## Office Memorandum • UNITED STATES GOVERNMENT

TO : MR. W. E. GLAVIN

FROM : JOHN EDGAR HOOVER, DIRECTOR, FEDERAL BUREAU OF INVESTIGATION

SUBJECT: SPECIAL AGENT (A) NICHOLAS P. CALLAHAN  
BUREAU ACCOUNTING COURSE

DATE: APRIL 12, 1945

Mr. Tolson  
Mr. E. A.  
Mr. Clegg  
Mr. Coffey  
Mr. Glavin  
Mr. Ladd  
Mr. Nichols  
Mr. Rosen  
Mr. Tracy  
Mr. Egan  
Mr. Gurnea  
Mr. Harbo  
Mr. Hendon  
Mr. Jones  
Mr. Quinn  
Tele. Room  
Mr. Nease  
Miss Gandy

This is to advise that according to the Bureau records the above named Special Agent Accountant has submitted all lessons of the Bureau Accounting Course within the one year allotted period.

This memorandum is to be initialed by this Agent and then placed in his personnel file.

RECORDED  
MAY 2 1945

1945-43961-76

25 100

8 MAY 1945

FEDERAL BUREAU OF INVESTIGATION

13

# CLASSIFICATION ADVICE

App. Not Req.

LOCAL BOARD NO. 100  
Baltimore 100  
APR 21 1945  
5438 York Road  
Baltimore, Maryland



(Local Board Date Stamp With Code)

4/21/45  
(Date of mailing of Notice of Classification to Registrant)

You are advised that

Nicholas

(First name)

Peter

(Middle name)

1945

Callahan

(Last name)

Order No. 433

has been classified in Class

until

10/19 1945

(Insert date for Class II-A and II-B only)

by ☒ Local Board.

☐ Board of Appeal (by vote of ..... to .....).

☐ President.

DSS Form 59  
(Revised 12-10-43)

(See other side)

(Member or clerk of local board)

16-37588-2

NICKLAS PETER CELLARINI

433

31 (December 30, 1913)

II

Diplomato

Maryland

Title: Special Agent Annual Salary \$5,100.00Date Employed March 4, 1935 Date Entered Present Position June 25, 1939Marital Status: Single Married X No. of Children 2Duties: See attachmentEmployment History: Clerk, Federal Bureau of Investigation, Washington, D. C.  
3/4/35-6/26/39; Head of Prop. Department, Second National Bank, Washington, D. C.  
6/26/39-1/1/35.

Agency Stamp

**AUTHORIZED**  
**GOVERNMENT REQUEST**  
**U. S. DEPARTMENT OF JUSTICE**  
**F.B.I. REGIONAL AGENCY COMMITTEE**  
**U. S. DEPARTMENT OF JUSTICE BUILDING**  
**WASHINGTON, D. C.**

3/27/45

It is requested that the above-named registrant who is employed by an agency in or under the Federal Government, be classified in Class II-A or II-B by reason of the fact that he is "necessary to and regularly engaged in" an activity in war production or in support of the national health, safety, or interest.

Date

Clyde A. Tolson, Chairman

Federal Bureau of Investigation, Washington, D. C.  
 1915  
 U. S. DEPARTMENT OF JUSTICE  
 1915  
 43961-16  
 6 APR 30 1945  
 FEDERAL BUREAU OF INVESTIGATION

Washington

Director

Mr. Tolson  
 Mr. E. A. Tamm  
 Mr. Clegg  
 Mr. Coffey  
 Mr. Glavin  
 Mr. Ladd  
 Mr. Nichols  
 Mr. Rosen  
 Mr. Tracy  
 Mr. Carson  
 Mr. Egan  
 Mr. Hendon  
 Mr. Pennington  
 Mr. Quinn  
 Mr. Nease  
 Miss Gandy

**COMMUNICATIONS SECTION**  
**MAILED 2**  
**APR 28 1945 P.M.**  
**APR 27 1945**  
**FEDERAL BUREAU OF INVESTIGATION**  
**U. S. DEPARTMENT OF JUSTICE**  
**Review Committee, War Manpower Commission**

118

April 20, 1945

Local Board Number 11  
Selective Service System  
5433 York Road  
Baltimore, Maryland

RE:

NICHOLAS PETER GALLAGHER  
Order Number 433

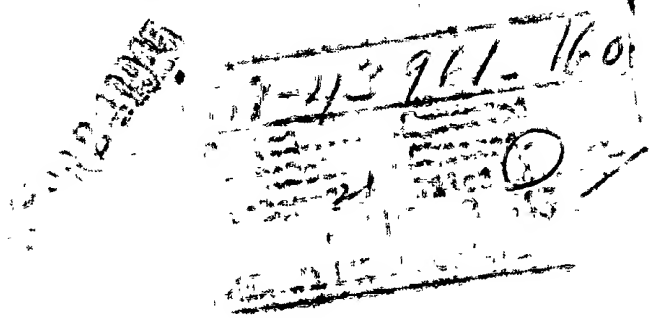
Dear Sir: I want to advise you that the needs of this service make it necessary to transfer Special Agent

This information is furnished to you in order that your records will correctly reflect the principal place of employment of this registrant.

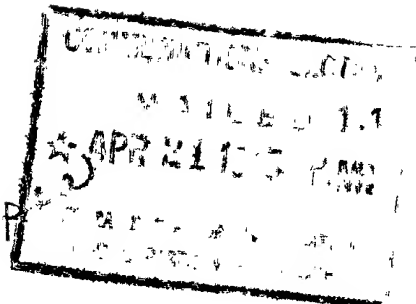
Sincerely yours,

*J. E. Hoover*

John Edgar Hoover  
Director



Mr. Tolson \_\_\_\_\_  
Mr. E. A. Tamm \_\_\_\_\_  
Mr. Clegg \_\_\_\_\_  
Mr. Coffey \_\_\_\_\_  
Mr. Glavin \_\_\_\_\_  
Mr. Ladd \_\_\_\_\_  
Mr. Nichols \_\_\_\_\_  
Mr. Rosen \_\_\_\_\_  
Mr. Tracy \_\_\_\_\_  
Mr. Carson \_\_\_\_\_  
Mr. Egan \_\_\_\_\_  
Mr. Hendon \_\_\_\_\_  
Mr. Pennington \_\_\_\_\_  
Mr. Quinn Tamm \_\_\_\_\_  
Mr. Nease \_\_\_\_\_  
Miss Gandy \_\_\_\_\_



*21*

*Price*



**Federal Bureau of Investigation**  
**United States Department of Justice**  
500 Widener Building  
Philadelphia, Pennsylvania

March 26, 1945

PERSONAL AND CONFIDENTIAL

Director, FBI

Re: NICHOLAS P. CALLAHAN  
Special Agent (A)

Dear Sir:

There are submitted herewith the following items referring to the above-named Special Agent who was recently transferred to the Bureau:

1. Personnel file - *Det. in Person*
2. Leave record card and leave slips - *det in the house*
3. Field firearms record card - *det in Div - mjb*
4. Technical training record card
5. Form FD-107 - *det*

Wackerman	<i>JF</i>
Leave	<i>ew</i>
Property	<i>W</i>
Movement	<i>Cms</i>

Very truly yours,

*J. F. Sears*  
J. F. SEARS, SAC *welt*

JFS/mjm

Enclosures

REGISTERED - RETURN RECEIPT REQUESTED

3 APR 18 1945  
RECORDED

67-43961-159	
ded	
15	45
3 MAR 26 1	

*[Handwritten signatures]*



DEPARTMENT OF JUSTICE  
WASHINGTON 25, D. C.

Date: March 12, 1945

Name: MR. NICHOLAS P. CALLAHAN

You are advised of the following action concerning your employment in the Department of Justice:

Nature of Action: PAY INCREASE (Periodic)

Effective: April 1, 1945

	FROM	TO
POSITION	Special Agent	
GRADE SALARY	CAF 12 \$4600	CAF 12 \$4800
BUREAU OR DIVISION		
HEADQUARTERS		
APPROPRIATION	S&E, FBI	
DEPARTMENTAL OR FIELD	Field	

REMARKS:

Automatic Promotion Bill, Public Law #200.

Mr. Callahan was reallocated from CAF 11, \$3800 to CAF 12, \$4600, April 16, 1942.

New appointees must take oath of office, enter on duty and execute necessary appointment papers before any payment of salary can be made.

By direction of the Attorney General.

JOHN O. CANNON

9 MAR 26 1945  
file  
3-24-45  
NOT RECORDED  
J. Edgar Hoover

**DEPARTMENT OF JUSTICE**  
WASHINGTON 25, D. C.

**DT35739**

Date: **March 12, 1945**

Name: **MR. NICHOLAS P. CALLAHAN**

No. \_\_\_\_\_  
CIVIL SERVICE OR  
OTHER LEGAL AUTHORITY

Nature of Action: **PAY INCREASE (Periodic)**

Effective: **April 1, 1945**

	FROM	TO	NATURE OF POSITION
POSITION	<b>Special Agent</b>		(a) NEW
GRADE SALARY	<b>CAP 12 \$4500</b>	<b>CAP 12 \$4500</b>	P. C. No.
BUREAU OR DIVISION			(b) ADDTNL. IDENT. P. C. No.
HEADQUARTERS			(c) VICE P. C. No.
APPROPRIATION	<b>CAS, FBI</b>		
DEPARTMENTAL OR FIELD	<b>Field</b>		DATE OF OATH

**REMARKS:**

**Automatic Promotion Bill, Public Law 420.  
Mr. Callahan was reallocated from CAP 11, \$3900 to CAP 12,  
\$4500, April 16, 1942.**

44

**JOHN A. CANNON**

ANNUAL  
REPORT OF  
EFFICIENCY RATING

ADMINISTRATIVE-UNOFFICIAL ( )  
OFFICIAL:  
REGULAR ( X ) SPECIAL ( )  
PROBATIONAL or TRIAL PERIOD ( )

As of 3-31-45 based on performance during period from 4-1-44 to 3-31-45

NICHOLAS P. CALLAHAN  
(Name of employee)

SPECIAL AGENT (A) - CAF 12 \$4600  
(Title of position, service, and grade)

FEDERAL BUREAU OF INVESTIGATION PHILADELPHIA FIELD DIVISION  
(Organization—Indicate bureau, division, section, unit, field station)

ON LINES BELOW MARK EMPLOYEE	1. Study the instructions in the Rating Official's Guide, C. S. C. Form No. 3823A. 2. Underline the elements which are especially important in the position. 3. Rate only on elements pertinent to the position. a. Do not rate on elements in <i>italics</i> except for employees in administrative, supervisory, or planning positions. b. Rate administrative, supervisory, and planning functions on elements in <i>italics</i> .	CHECK ONE:  Administrative, supervisory, or planning <input type="checkbox"/> All others <input checked="" type="checkbox"/>
---------------------------------	---	---

- \_\_\_\_ (1) Maintenance of equipment, tools, instruments.  
\_\_\_\_ (2) Mechanical skill.  
+ (3) Skill in the application of techniques and procedures.  
\_\_\_\_ (4) Presentability of work (appropriateness of arrangement and appearance of work).  
+ (5) Attention to broad phases of assignments.  
+ (6) Attention to pertinent detail:  
\_\_\_\_ (7) Accuracy of operations.  
+ (8) Accuracy of final results.  
+ (9) Accuracy of judgments or decisions.  
+ (10) Effectiveness in presenting ideas or facts.  
+ (11) Industry.  
+ (12) Rate of progress on or completion of assignments.  
+ (13) Amount of acceptable work produced. (Is mark based on production records? No (Yes or no)).  
+ (14) Ability to organize his work.  
+ (15) Effectiveness in meeting and dealing with others.  
+ (16) Cooperativeness.  
+ (17) Initiative.  
+ (18) Resourcefulness.  
+ (19) Dependability.  
+ (20) Physical fitness for the work.

- \_\_\_\_ (21) Effectiveness in planning broad programs.  
\_\_\_\_ (22) Effectiveness in adapting the work program to broader or related programs.  
\_\_\_\_ (23) Effectiveness in devising procedures.  
\_\_\_\_ (24) Effectiveness in laying out work and establishing standards of performance for subordinates.  
\_\_\_\_ (25) Effectiveness in directing, reviewing, and checking the work of subordinates.  
\_\_\_\_ (26) Effectiveness in instructing, training, and developing subordinates in the work.  
\_\_\_\_ (27) Effectiveness in promoting high working morale.  
\_\_\_\_ (28) Effectiveness in determining space, personnel, and equipment needs.  
\_\_\_\_ (29) Effectiveness in setting and obtaining adherence to time limits and deadlines.  
\_\_\_\_ (30) Ability to make decisions.  
\_\_\_\_ (31) Effectiveness in delegating clearly defined authority to act.

STATE ANY OTHER ELEMENTS CONSIDERED

- + (A) Ability to direct and lead a group of Agents on raids and dangerous assignments.  
\_\_\_\_ (B) \_\_\_\_\_  
\_\_\_\_ (C) \_\_\_\_\_

STANDARD  
Deviations must be explained on reverse side of this form

Plus marks on all underlined elements, and no minus marks.....  
Plus marks on at least half of the underlined elements, and no minus marks.....  
Check marks or better on a majority of underlined elements, and any minus marks overcompensated by plus marks.....  
Check marks or better on a majority of underlined elements, and minus marks not overcompensated by plus marks.....  
Minus marks on at least half of the underlined elements.....

Adjective rating  
Excellent ☒ Very good ☐ Good ☐ Fair ☐ Unsatisfactory ☐  
Rating official EXCELLENT  
Reviewing official \_\_\_\_\_  
I have read this report: mc  
Employee's initials

Rated by [Signature] SPECIAL AGENT IN CHARGE 3-14-45  
(Signature of rating official) (Title) (Date)

Reviewed by [Signature] Assistant Director 3.14.45  
(Signature of reviewing official) (Title) (Date)

Rating approved by efficiency rating committee \_\_\_\_\_ Report to employee \_\_\_\_\_  
(Date) (Adjective rating)



ANNUAL EFFICIENCY REPORT

MARCH 31, 1945

NICHOLAS P. CALLAHAN

SPECIAL AGENT (A)

Agent CALLAHAN presents a neat, clean-cut appearance. He has a friendly straight-forward manner which enables him to create a very favorable impression on those with whom he comes in contact. He is always neatly dressed and he displays an excellent amount of force and aggressiveness in his approach. In his investigative assignments he has displayed a very good indication of initiative and resourcefulness.

He is rated as a very good dictator, He has his work carefully prepared, is considerate, and dictates in a clear steady tone of voice. He is a well qualified automobile operator. He has received experience in testifying before the United States District Court, Philadelphia. He was rated as very good in his moot court training and is definitely capable of testifying in a creditable manner for the Bureau.

He has displayed above average ability in the handling of Bureau firearms and has a thorough knowledge of the handling of these weapons. He is fully qualified to function on any type of dangerous assignments involving firearms. He has had experience in functioning on physical surveillances and has displayed alertness on these assignments and is fully capable of conducting a physical surveillance.

Agent CALLAHAN has some knowledge of typing, but no knowledge of shorthand. His reports have been submitted with very little criticism, and he has displayed a thorough knowledge of Bureau report writing. He is definitely able to make favorable contacts with law enforcement officials and businessmen.

His investigative assignments have been well organized and he has displayed a very good degree of initiative in his work. He is willing and capable of accepting responsible assignments and to discharge them without supervision. Mr. CALLAHAN is alert and physically well qualified to function as an Agent.


Since his assignment to the Philadelphia office in October, 1944, Agent CALLAHAN has been assigned to the accounting squad and has received limited experience in accounting investigations. He has also received experience in general investigations and Selective Service cases. Prior to his assignment to Philadelphia, Mr. CALLAHAN was stationed at the Seat of Government in Washington, D.C.

Judging from the manner in which he has handled his cases, Mr. CALLAHAN has indicated supervisory and administrative ability.

He is rated as excellent.

I have read this report:

K.C. Employee's initials

  
J. R. STARNs  
Special Agent in Charge

NICHOLAS P. CALLAHAN

TRANSFER EFFICIENCY REPORT

SPECIAL AGENT - A

MARCH 8, 1945

This efficiency report is being submitted in view of Agent CALLAHAN'S transfer to the Seat of Government.

The comments contained in the Annual Efficiency Report of Agent CALLAHAN are still applicable. While being assigned to the Philadelphia Office, the work performed by him was entirely satisfactory and he is entitled to the rating of EXCELLENT.

J. F. SEARS

Special Agent in Charge

N.P.C. Employee's initials

I have read this report

8 MAR 2 1945  
RECORDED

67-43961-158	
Noted.....	Recorded.....
Searched.....	Checked.....
Numbered.....	Filed.....
6 MAR 14 1945	
BUREAU OF INVESTIGATION	

RECEIVED  
RW

# REPORT OF EFFICIENCY RATING

ADMINISTRATIVE-UNOFFICIAL ( )  
OFFICIAL: REGULAR ( X ) SPECIAL ( )  
PROBATIONAL or TRIAL PERIOD ( )

As of 3-8-45 based on performance during period from 12-30-44 to 3-8-45

NICHOLAS P. CALLAHAN

(Name of employee)

SPECIAL AGENT - A CAF-12 \$4600

(Title of position, service, and grade)

FEDERAL BUREAU OF INVESTIGATION

PHILADELPHIA FIELD DIVISION

(Organization—Indicate bureau, division, section, unit, field station)

ON LINES BELOW MARK EMPLOYEE  ✓ if adequate — if weak + if outstanding	1. Study the instructions in the Rating Official's Guide, C. S. C. Form No. 3823A. 2. Underline the elements which are especially important in the position. 3. Rate only on elements pertinent to the position. a. Do not rate on elements in <i>italics</i> except for employees in administrative, supervisory, or planning positions. b. Rate administrative, supervisory, and planning functions on elements in <i>italics</i> .	CHECK ONE:  Administrative, supervisory, or planning <input type="checkbox"/> All others <input checked="" type="checkbox"/>
---	---	---

- |  |  |
|--|--|
| <p>----- (1) Maintenance of equipment, tools, instruments.<br/>----- (2) Mechanical skill.<br/>----- (3) Skill in the application of techniques and procedures.<br/>----- (4) Presentability of work (appropriateness of arrangement and appearance of work).<br/>----- (5) Attention to broad phases of assignments.<br/>----- (6) Attention to pertinent detail.<br/>----- (7) Accuracy of operations.<br/>----- (8) Accuracy of final results.<br/>----- (9) Accuracy of judgments or decisions.<br/>----- (10) Effectiveness in presenting ideas or facts.<br/>----- (11) Industry.<br/>----- (12) Rate of progress on or completion of assignments.<br/>----- (13) Amount of acceptable work produced. (Is mark based on production records? -----).<br/>----- (14) Ability to organize his work.<br/>----- (15) Effectiveness in meeting and dealing with others.<br/>----- (16) Cooperativeness.<br/>----- (17) Initiative.<br/>----- (18) Resourcefulness.<br/>----- (19) Dependability.<br/>----- (20) Physical fitness for the work.</p> | <p>----- (21) Effectiveness in planning broad programs.<br/>----- (22) Effectiveness in adapting the work program to broader or related programs.<br/>----- (23) Effectiveness in devising procedures.<br/>----- (24) Effectiveness in laying out work and establishing standards of performance for subordinates.<br/>----- (25) Effectiveness in directing, reviewing, and checking the work of subordinates.<br/>----- (26) Effectiveness in instructing, training, and developing subordinates in the work.<br/>----- (27) Effectiveness in promoting high working morale.<br/>----- (28) Effectiveness in determining space, personnel, and equipment needs.<br/>----- (29) Effectiveness in setting and obtaining adherence to time limits and deadlines.<br/>----- (30) Ability to make decisions.<br/>----- (31) Effectiveness in delegating clearly defined authority to act.</p> |
|--|--|
- STATE ANY OTHER ELEMENTS CONSIDERED
- (A) -----  
----- (B) -----  
----- (C) -----

STANDARD Deviations must be explained on reverse side of this form		Adjective rating
Plus marks on all underlined elements, and no minus marks	Excellent X	Rating official <u>EXCELLENT</u>  Reviewing official <u>I have read this report</u>  <u>MC</u> Employee's initials
Plus marks on at least half of the underlined elements, and no minus marks	Very good	
Check marks or better on a majority of underlined elements, and any minus marks overcompensated by plus marks	Good	
Check marks or better on a majority of underlined elements, and minus marks not overcompensated by plus marks	Fair	
Minus marks on at least half of the underlined elements	Unsatisfactory	
Rated by <u>[Signature]</u> SPECIAL AGENT IN CHARGE <u>3-8-45</u> (Signature of rating official) (Title) (Date)		
Reviewed by _____ (Signature of reviewing official) (Title) (Date)		
Rating approved by efficiency rating committee _____ Report to employee _____ (Date) (Adjective rating)		

Prepared by: *man*  
Checked by: *mla*  
Filed by:

March 12, 1945

Mr. Nicholas P. Callahan  
Federal Bureau of Investigation  
Washington, D. C.

Dear Mr. Callahan:

In connection with the Uniform Promotion Act, I am indeed pleased to advise you that you have been recommended for promotion from \$4,600 per annum to \$4,800 per annum in Grade CAF 12, effective April 1, 1945.

Sincerely yours,

John Edgar Hoover  
Director

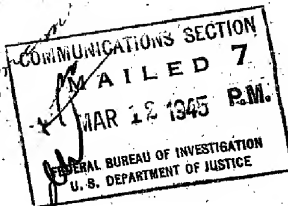
8 MAR 22 1945

43961-157

cc - Selective Service

Mr. J. E. Edwards  
EON 3-4-35 as a Clerk  
SA 6-26-39

b6  
b7c



*[Handwritten signature]*

Mr. Tolson \_\_\_\_\_  
Mr. E. A. Tamm \_\_\_\_\_  
Mr. Clegg \_\_\_\_\_  
Mr. Coffey \_\_\_\_\_  
Mr. Glavin \_\_\_\_\_  
Mr. Ladd \_\_\_\_\_  
Mr. Nichols \_\_\_\_\_  
Mr. Rosen \_\_\_\_\_  
Mr. Tracy \_\_\_\_\_  
Mr. Carson \_\_\_\_\_  
Mr. Egan \_\_\_\_\_  
Mr. Gurnea \_\_\_\_\_  
Mr. Pennington \_\_\_\_\_  
Mr. Quinn Tamm \_\_\_\_\_  
Mr. Nease \_\_\_\_\_  
Miss Gandy \_\_\_\_\_

## Office Memorandum • UNITED STATES GOVERNMENT

JEE:MW

TO : Mr. Glavin

DATE: 3/5/45

FROM : J. P. Mohr

SUBJECT: NICHOLAS P. CALLAHAN

Special Agent

Philadelphia Field Division

Under transfer to the Administrative Division

RE: UNIFORM PROMOTION

Agent Callahan entered on duty 3/4/35 as a Clerk, was appointed an Agent on 6/26/39, was reallocated to CAF-12, \$4600 on 1/16/42 and is now eligible for a \$200 increase under the provisions of the Uniform Promotion Act as of 4/1/45. In October, 1944, he was censured and transferred to Philadelphia because he did not properly testify in accordance with instructions issued to him in connection with the case of James J. Laughlin, Obstruction of Justice, at Baltimore, Maryland. On 1/1/45 he was passed over for an increase under the UPA.

On 1/10/45 SAC Sears rated him EXCELLENT.

RECOMMENDATION: That he be afforded a \$200 increase under the provisions of the Uniform Promotion Act, effective 4/1/45.

Mr. Tolson...

Mr. E. A. Tamm

Mr. Clegg...

Mr. Coffey...

Mr. Glavin...

Mr. Ladd...

Mr. Nichols...

Mr. Rosen...

Mr. Tracy...

Mr. Egan...

Mr. Gurnea...

Mr. Harbo...

Mr. Hendon...

Mr. Jones...

Mr. Quinn-Tamm

Mr. Nease...

Miss Gandy...

6 MAR 13 1945  
FEDERAL BUREAU OF INVESTIGATION  
U. S. DEPARTMENT OF JUSTICE  
MAR 10 1945

## OFFICE MEMORANDUM • UNITED STATES GOVERNMENT

TO : Director - FBI

FROM : SAC - Philadelphia

SUBJECT: BUREAU ACCOUNTING COURSE

Reference is made to Bureau letter to all Special Agents in Charge dated January 10, 1945 wherein the Bureau's concern over the progress of the Special Agent accountants in completing the lessons of the Bureau Accounting Course was expressed. The contents of this letter has been brought to the attention of all accountants assigned to this office and this matter has been thoroughly discussed by me with the accountants.

By this letter, the Bureau indicated that six accountants had failed to submit any solutions to the Bureau Accounting Course. I have found that these accountants while although they had completed some lessons, they had not forwarded the solutions to the Bureau. It is regretted that the accountants did not submit the lessons as they were completed. The memorandums in explanation of their failure to submit these solutions are forwarded herewith to the Bureau. The memorandum from Agent [redacted] will be forwarded as soon as it has been received from him.

b6  
b7C

A schedule has been arranged and provisions made so that all accountants assigned to this office will have completed the Bureau Accounting Course by March 31, 1945. I will continue to follow this matter closely.

WAH:as  
enclosures (5)

66-21

3 MAR 3 1945

# Office Memorandum • UNITED STATES GOVERNMENT

TO : SAC

DATE: January 17, 194

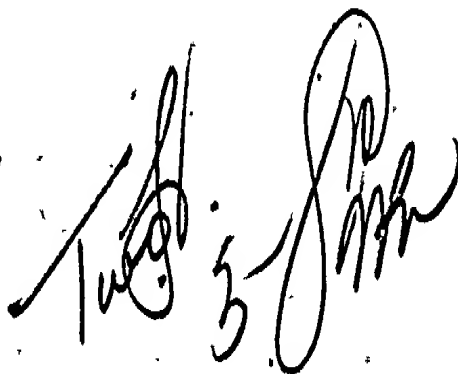
FROM : SA NICHOLAS P. CALLAHAN

SUBJECT: BUREAU ACCOUNTING LESSONS

Pursuant to Bureau instructions, this is to advise that at the time of the writer's arrival in the Philadelphia Field Division, he had not completed any of the lessons in the Bureau's Accounting Course. Since his arrival, nine lessons have been completed and will be forwarded to the Bureau immediately. Four of the lessons have been worked out in a rough fashion and will be forwarded to the Bureau immediately upon their being completed in final form.

The remainder of the course to be completed by the writer will be given concentrated attention and the Bureau deadline of March 31st will be met.

NPC:as

Handwritten signature and initials, likely of the writer, Nicholas P. Callahan, and possibly a reviewer or supervisor.

# FEDERAL BUREAU OF INVESTIGATION

Mr.  
Miss  
Mrs.

Date

Mr. Nicholas P. Callahan

March 12, 1945

New appointment ☐

Transfer ☐

Promotion ☒

Separation ☐

## PRESENT STATUS

1. Title:

Special Agent

2. Grade:

CAP 12

3. Salary:

\$1000 per annum

4. Seat of Government:

Field: ☐

☐  
☒

5. Division:

6. Appropriation:

"Salaries and Expenses, FBI"

## PROPOSED ACTION

7. Title:

Special Agent

8. Grade:

CAP 12

9. Salary:

\$1000 per annum

10. Seat of Government:

Field: ☐

☐  
☐  
☒

11. Division:

12. Appropriation:

"Salaries and Expenses, FBI"

13. Effective:

April 2, 1945

14. Position:

Additional: ☐

Vice: ☐

Identical: ☐

15. Remarks:

To be promoted under the automatic promotion plan, CAP 12, 1945.  
Mr. Callahan was reallotted from Grade CAP 11, \$820 to Grade CAP 12, \$1000,  
effective April 2, 1945.

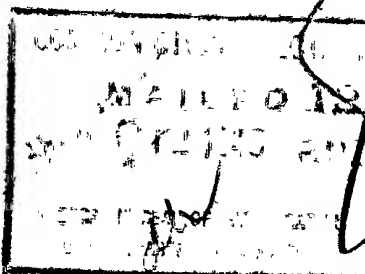
Respectfully submitted,

(Title)

Director, Federal Bureau of Investigation

cc - Selective Service, CGO

Mr. Tolson \_\_\_\_\_  
Mr. E. A. Tamm \_\_\_\_\_  
Mr. Clegg \_\_\_\_\_  
Mr. Coffey \_\_\_\_\_  
Mr. Glavin \_\_\_\_\_  
Mr. Ladd \_\_\_\_\_  
Mr. Nichols \_\_\_\_\_  
Mr. Rosen \_\_\_\_\_  
Mr. Tracy \_\_\_\_\_  
Mr. Carson \_\_\_\_\_  
Mr. Egan \_\_\_\_\_  
Mr. Hendon \_\_\_\_\_  
Mr. Pennington \_\_\_\_\_  
Mr. Quinn Tamm \_\_\_\_\_  
Mr. Nease \_\_\_\_\_  
Miss Gandy \_\_\_\_\_



MAR 15 1945



WRG:jd

March 1, 1945

Mr. Nicholas P. Callahan  
Federal Bureau of Investigation  
Post Office Box 28  
Philadelphia 5, Pennsylvania

Dear Mr. Callahan:

March 2, 1945, marks your Tenth Anniversary with the Federal Bureau of Investigation, and I want to take this occasion to express to you my sincere and hearty congratulations. It gives me a great pleasure to present to you the enclosed Ten Year Service Award Key.

During your years with the Bureau you have seen it grow tremendously in size, assume ever increasing responsibilities, and achieve a high degree of success. This growth would not have been possible without the diligent efforts of our loyal and faithful employees such as you. I know that you contributed much hard work and many personal sacrifices to the advancement of the organization. I should like you to consider this Key as a manifestation of how deeply I appreciate your steadfast loyalty and devotion to duty throughout the years.

It is my sincere wish that our association together in the FBI will continue for many years to come.

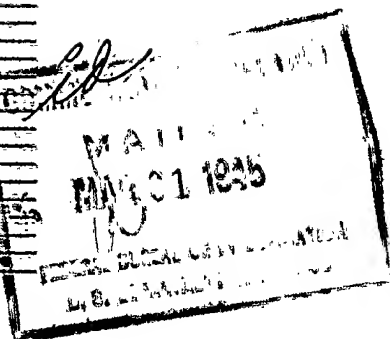
Sincerely,

CC: Voucher Section  
SAC, Philadelphia

10 MAR 9 1945

RECEIVED-MAR 11 1945  
FBI  
DEPT OF JUSTICE

Mr. Tolson \_\_\_\_\_  
Mr. E. A. Tamm \_\_\_\_\_  
Mr. Clegg \_\_\_\_\_  
Mr. Coffey \_\_\_\_\_  
Mr. Glavin \_\_\_\_\_  
Mr. Ladd \_\_\_\_\_  
Mr. Nichols \_\_\_\_\_  
Mr. Rosen \_\_\_\_\_  
Mr. Tracy \_\_\_\_\_  
Mr. Mohr \_\_\_\_\_  
Mr. Carson \_\_\_\_\_  
Mr. Hendon \_\_\_\_\_  
Mr. Mumford \_\_\_\_\_  
Mr. Jones \_\_\_\_\_  
Mr. Quinn Tamm \_\_\_\_\_  
Mr. Nease \_\_\_\_\_  
Miss Gandy \_\_\_\_\_



Handwritten signature/initials.



**Federal Bureau of Investigation**  
**United States Department of Justice**



IN REPLY, PLEASE REFER TO  
FILE NO. \_\_\_\_\_

Director  
Federal Bureau of Investigation  
United States Department of Justice  
Washington, D. C.

Dear Sir:

For inclusion in the fund to be paid to the widow or designated beneficiary of any Special Agent of the Federal Bureau of Investigation, United States Department of Justice, who had contributed to this fund prior to February 10, 1945, and who dies from any cause except self-destruction while employed as a Special Agent, I am forwarding herewith (by CHECK - ~~MONEY ORDER~~) the sum of ten dollars (\$10.00), made payable to the Chief Clerk of said Bureau, to be included in said fund. Payment will be made for death by self-destruction after the Agent has been a member of the fund for two years. It is understood and agreed that the sum tendered herewith is a voluntary, gratuitous contribution to said fund, which I understand is to be administered in the following manner:

The Director of the Bureau will appoint a committee which shall consider all matters pertaining to the acquisition, safe keeping and expending of said fund, which committee will recommend appropriate action to the Director of the Bureau in pertinent matters. The Chief Clerk of said Bureau shall receive all contributions and account for same to the Director.

Upon the death of any Special Agent, the appointed committee will consider the case and submit a recommendation to the Director as to its conclusions. Appropriate instructions will then be issued to the Chief Clerk, directing him to pay to the designated beneficiary the sum of \$10,000.

The following person is hereby designated as my beneficiary for F. B. I. Agents' Insurance Fund:

Name LILLIAN P. CALLAHAN Address 1187 DERMOND RD - APT. A - DREXEL HILL, PA.  
Relationship WIFE Dated FEB. 7, 1945

The following person is hereby designated as my beneficiary under the Chas. S. Ross Fund providing \$1500-death benefit to beneficiary of agents killed in line of duty.

Name SAME AS ABOVE. Address \_\_\_\_\_  
Relationship \_\_\_\_\_ Dated \_\_\_\_\_

Very truly yours,

L. P. Callahan  
Special Agent

ack  
2-10-45  
mleb

3 FEB 20 1945  
file  
ing  
ford

NICHOLAS P. CALLAHAN

433

31 (December 26, 1913)

11

Baltimore, Maryland

OCCUPATION:

Mr. Callahan is a Special Agent of the Federal Bureau of Investigation and holds a key position within the meaning of Executive Order 9309.

It is requested that the above-named registrant, who is employed by an agency in or under the Federal Government, be classified in Class II-A or Class II-B by reason of the fact that he is regularly engaged in an activity in support of the national health, safety, or interest, or an activity in war production, and is 30 years of age or over; or has been found disqualified for any military service; or qualified for limited military service only.

Registrant's status:

☒ Registrant has reached his 30th birthday

☐ Registrant has been found disqualified for any military service

☐ Registrant has been found qualified for limited military service only

Agency Stamp:

U. S. I.

1-23-45

Federal Bureau of Investigation, U. S. Department of Justice

500 Widener Building

Philadelphia

Pennsylvania

J. Edgar Hoover, Director

Mr. Tolson

Mr. E. A. Tamm

Mr. Clegg

Mr. Coffey

Mr. Glavin

Mr. Ladd

Mr. Nichols

Mr. Rosen

Mr. Tracy

Mr. Carson

Mr. Egan

Mr. Hendon

Mr. Pennington

Mr. Quinn

Mr. Nease

Miss Gandy

COMMUNICATIONS SECTION

DEC 14

1944

REVIEW COMMITTEE, War Manpower Commission

CC - SAC - Philadelphia

U. S. DEPARTMENT OF JUSTICE

43961-154

71

4-16-47 Conf-12-4600  
12-1-44-considered 41 PA-  
no action

6-26-39

SIXTY-DAY EFFICIENCY REPORT

NICHOLAS P. CALLAHAN

JANUARY 10, 1945

SPECIAL AGENT (A)

Special Agent Callahan reported for duty at the Philadelphia Office on October 30, 1944. He presents a very neat appearance and is always well dressed. He is possessed of a pleasant personality and has a direct, straightforward manner which enables him to meet persons with ease.

This Agent has displayed ability to organize his investigative work capably and to complete his investigations with a minimum of effort. He has good dictation ability, and from a review of his reports during the past sixty days it is noted that very little criticism has been made. His reports are concise and show good construction.

This Agent is a good automobile driver. His firearms record shows that he has better than average firearms ability. His demeanor on the range is cool, and he displays a good working knowledge of all Bureau weapons. I would not hesitate to use him on dangerous assignments. He has not been assigned to physical surveillances during the period under review; however, I feel, judging from his alertness and stature, that he could successfully conduct physical surveillances.

In testifying at moot court in this office, Mr. Callahan was rated as very good. He displayed a good appearance on the stand and answered questions in a pleasant but direct manner. This Agent has displayed all the qualifications which would enable him to make favorable contacts with police officials and enforcement officers and businessmen.

During the past sixty days, he has been assigned primarily to accounting investigations. During this time he has also handled several Selective Service and Plant Informant cases. Judging from the manner in which he has conducted his assignments and maintained his work in a current status, I feel that this Agent has supervisory ability.

He is rated as Excellent.

I have read this report:

N.P.C. Employee's initials

3 JAN 18 1945

67-43961-153
Recd
JAN 18 1945
J. A. SEARS
Special Agent in Charge
FEL.

JRW GLAVIN

# REPORT OF EFFICIENCY RATING

ADMINISTRATIVE-UNOFFICIAL ( )  
OFFICIAL:  
REGULAR ( ) SPECIAL ( X )  
PROBATIONAL or TRIAL PERIOD ( )

As of 1-10-45 based on performance during period from 10-30-44 to 12-30-44

NICHOLAS P. CALLAHAN

(Name of employee)

SPECIAL AGENT (A) - CAF 12 \$4600

(Title of position, service, and grade)

FEDERAL BUREAU OF INVESTIGATION

PHILADELPHIA FIELD DIVISION

(Organization—Indicate bureau, division, section, unit, field station)

ON LINES BELOW MARK EMPLOYEE	1. Study the instructions in the Rating Official's Guide, C. S. C. Form No. 3823A. 2. Underline the elements which are especially important in the position. 3. Rate only on elements pertinent to the position. a. Do not rate on elements in <i>italics</i> except for employees in administrative, supervisory, or planning positions. b. Rate administrative, supervisory, and planning functions on elements in <i>italics</i> .	CHECK ONE: Administrative, supervisory, or planning <input type="checkbox"/> All others <input type="checkbox"/>
✓ if adequate		
- if weak		
+ if outstanding		

- |   |   |
|---|---|
| ----- (1) Maintenance of equipment, tools, instruments.   | ----- (21) Effectiveness in planning broad programs.  |
| ----- (2) Mechanical skill.   | ----- (22) Effectiveness in adapting the work program to broader or related programs.                   |
| ----- (3) Skill in the application of techniques and procedures.  | ----- (23) Effectiveness in devising procedures.  |
| ----- (4) Presentability of work (appropriateness of arrangement and appearance of work).               | ----- (24) Effectiveness in laying out work and establishing standards of performance for subordinates. |
| ----- (5) Attention to broad phases of assignments.   | ----- (25) Effectiveness in directing, reviewing, and checking the work of subordinates.                |
| ----- (6) Attention to pertinent detail.  | ----- (26) Effectiveness in instructing, training, and developing subordinates in the work.             |
| ----- (7) Accuracy of operations.   | ----- (27) Effectiveness in promoting high working morale.  |
| ----- (8) Accuracy of final results.  | ----- (28) Effectiveness in determining space, personnel, and equipment needs.                          |
| ----- (9) Accuracy of judgments or decisions.   | ----- (29) Effectiveness in setting and obtaining adherence to time limits and deadlines.               |
| ----- (10) Effectiveness in presenting ideas or facts.  | ----- (30) Ability to make decisions.   |
| ----- (11) Industry.  | ----- (31) Effectiveness in delegating clearly defined authority to act.                                |
| ----- (12) Rate of progress on or completion of assignments.  |   |
| ----- (13) Amount of acceptable work produced. (Is mark based on production records? -----) (Yes or no) |   |
| ----- (14) Ability to organize his work.  |   |
| ----- (15) Effectiveness in meeting and dealing with others.  |   |
| ----- (16) Cooperativeness.   |   |
| ----- (17) Initiative.  |   |
| ----- (18) Resourcefulness.   |   |
| ----- (19) Dependability.   |   |
| ----- (20) Physical fitness for the work.   |   |

STATE ANY OTHER ELEMENTS CONSIDERED

STANDARD Deviations must be explained on reverse side of this form	Adjective rating	Rating official
Plus marks on all underlined elements, and no minus marks	Excellent	X <u>EXCELLENT</u>  Reviewing official: _____ I have read this report: _____ Employee's initials: <u>WPC</u>
Plus marks on at least half of the underlined elements, and no minus marks	Very good	
Check marks or better on a majority of underlined elements, and any minus marks overcompensated by plus marks	Good	
Check marks or better on a majority of underlined elements, and minus marks not overcompensated by plus marks	Fair	
Minus marks on at least half of the underlined elements	Unsatisfactory	

Rated by [Signature] SPECIAL AGENT IN CHARGE 1-10-45  
(Signature of rating official) (Title) (Date)

Reviewed by \_\_\_\_\_  
(Signature of reviewing official) (Title) (Date)

Rating approved by efficiency rating committee \_\_\_\_\_ Report to employee \_\_\_\_\_  
(Date) (Adjective rating)

## Office Memorandum • UNITED STATES GOVERNMENT

JEE:MW

TO : Mr. Glavin

DATE: 12/1/44

FROM : J. P. Mohr

SUBJECT: NICHOLAS P. CALLAHAN  
 Special Agent (A)  
 Philadelphia Field Division

RE: UNIFORM PROMOTION

Agent Callahan entered on duty 6/26/39, was reallocated to CAF-12, \$4600 on 4/16/42 and is now eligible for a \$200 increase under the provisions of the Uniform Promotion Act as of 1/1/45. In October, 1944, he was censured and transferred to Philadelphia because he did not properly testify in accordance with instructions issued to him in connection with the case of James J. Laughlin, Obstruction of Justice, at Baltimore, Maryland.

On 3/31/43 and 3/31/44 Mr. Glavin rated him EXCELLENT.

RECOMMENDATION: That he not be afforded an automatic increase at this time and reconsidered on 4/1/45.

Mr. Tolson  
 Mr. E. A. Tamm  
 Mr. Clegg  
 Mr. Coffey  
 Mr. Glavin  
 Mr. Ladd  
 Mr. Nichols  
 Mr. Rosen  
 Mr. Tracy  
 Mr. Mohr  
 Mr. Carson  
 Mr. Hendon  
 Mr. Mumford  
 Mr. Jones  
 Mr. Quinn Tamm  
 Mr. Nease  
 Miss Gandy

43961-152

Noted 12-26-44  
 J.P.M.

JP Mohr

J.P. Mohr  
 Jee

221

SAC, Philadelphia

December 21, 1944

John Edgar Hoover, Director  
Federal Bureau of Investigation  
Nicholas P. Callahan  
Albert Gunsser  
Robert J. Lally

In reply to your communication of December 7, 1944, there are enclosed the firearms record card, and duplicate property record of Mr. Robert J. Lally who is presently assigned to your office. Mr. Lally's leave record card was previously forwarded to your office.

There are also enclosed the duplicate property records and leave record cards for Messrs. Nicholas P. Callahan and Albert Gunsser. For your information, the firearms record cards of these agents have been previously forwarded to your office.

Enclosures *B*

*7-42961-127*  
*21 DEC 22*

*mal*  
*fil*  
*Brown*

Mr. Tolson	_____
Mr. E. A. Tamm	_____
Mr. Clegg	_____
Mr. Coffey	_____
Mr. Glavin	_____
Mr. Ladd	_____
Mr. Nichols	_____
Mr. Rosen	_____
Mr. Tracy	_____
Mr. Mohr	_____
Mr. Carson	_____
Mr. Hendon	_____
Mr. Mumford	_____
Mr. Jones	_____
Mr. Quinn Tamm	_____
Mr. Nease	_____
Miss Gandy	_____

## Office Memorandum • UNITED STATES GOVERNMENT

TO : Director, FBI

DATE: December 7, 1944

FROM : J. F. SEARS, SAC, Philadelphia

SUBJECT: ✓ NICHOLAS P. CALLAHAN  
ALBERT GUNSSER  
ROBERT J. LALLY  
Special Agents

61-43961-150

The Bureau is requested to forward to the Philadelphia Field Office the Firearms Cards, Leave Records, and Forms FD-107 for the above-captioned Agents, who were formerly employed at the Seat of Government.

1 DEC 23

JFS/mjm

3 DEC 23  
RECORDEDMemo to SAC  
12-21-44  
mjm



December 2, 1944

Local Board Number 11  
Selective Service System  
5433 York Road  
Baltimore, Maryland

RE:

NICHOLAS PETER CALLAHAN  
Order Number 433

Gentlemen:

I want to advise you that the needs of this service make it necessary to transfer Special Agent Callahan to Philadelphia, Pennsylvania.

This information is furnished to you in order that your records will correctly reflect the principal place of employment of this registrant.

Sincerely yours,

John Edgar Hoover  
Director

C: SAC - Philadelphia

COMMUNICATIONS SECTION  
MAILED 13  
DEC 1 1944 P.M.

DEC 4 1944

43961-177

*[Handwritten signature]*  
169

SFO - 26-39  
*[Signature]*

SPECIAL EFFICIENCY REPORT

RE: *O* NICHOLAS P. CALLAHAN  
Special Agent

The attached efficiency report of VERY GOOD is submitted due to the fact that Special Agent Callahan is departing from the Administrative Division at the Seat of Government to the Philadelphia Division for assignment.

*CEN BFB*  
*[Signature]*  
During the period of Callahan's assignment to the Administrative Division, he has been in my immediate office. He has taken care of numerous miscellaneous matters which have arisen, has assisted in the accounting of budget work, has been the Liaison Officer for all transportation companies in Washington and has been highly successful in these endeavors. He has also been Liaison Officer with the United States Medical Center at Bethesda, Maryland; and as such, has been responsible for the exceptional cooperation we have been receiving from the doctors at the Naval Medical Center. In his position as Supervisor in the Administrative Division, he must be rated Excellent due to the manner in which he performed his duties.

Recently Callahan was censured by the Court at Baltimore, Maryland, during his testimony in the trial of James J. Laughlin, and his testimony in that instance ~~at the court~~ recorded was not satisfactory. It is not felt that Callahan will have any further difficulties in this regard. His loyalty to the Director and the Bureau and his perseverance are well known, and it is felt that he will develop further in the Bureau's service. He has the ability to handle dangerous assignments, has qualified in firearms, handles a Bureau automobile entirely satisfactory, and on an over-all basis he is rated as VERY GOOD.

5 NOV 7 1944

1944

43961-148

NOV 24 1944

FEDERAL BUREAU OF INVESTIGATION

# REPORT OF EFFICIENCY RATING

ADMINISTRATIVE-UNOFFICIAL ( )  
OFFICIAL:  
REGULAR ( ) SPECIAL ( )  
PROBATIONAL or TRIAL PERIOD ( )

As of October 14, 1944 based on performance during period from March 31, 1944 to October 14, 1944

Nicholas P. Callahan Special Agent (A), CAF-12, \$4600  
(Name of employee) (Title of position, service, and grade)

Federal Bureau of Investigation - Administrative Division  
(Organization—Indicate bureau, division, section, unit, field station)

ON LINES BELOW MARK EMPLOYEE	1. Study the instructions in the Rating Official's Guide, C. S. C. Form No. 3823A. 2. Underline the elements which are especially important in the position. 3. Rate only on elements pertinent to the position. a. Do not rate on elements in <i>italics</i> except for employees in administrative, supervisory, or planning positions. b. Rate administrative, supervisory, and planning functions on elements in <i>italics</i> .	CHECK ONE: Administrative, supervisory, or planning ----- <input type="checkbox"/> All others ----- <input type="checkbox"/>
---------------------------------	---	--

- |   |   |
|---|---|
| ----- (1) Maintenance of equipment, tools, instruments.   | ----- (21) Effectiveness in planning broad programs.  |
| ----- (2) Mechanical skill.   | ----- (22) Effectiveness in adapting the work program to broader or related programs.                   |
| ----- (3) Skill in the application of techniques and procedures.  | ----- (23) Effectiveness in devising procedures.  |
| ----- (4) Presentability of work (appropriateness of arrangement and appearance of work).               | ----- (24) Effectiveness in laying out work and establishing standards of performance for subordinates. |
| ----- (5) Attention to broad phases of assignments.   | ----- (25) Effectiveness in directing, reviewing, and checking the work of subordinates.                |
| ----- (6) Attention to pertinent detail.  | ----- (26) Effectiveness in instructing, training, and developing subordinates in the work.             |
| ----- (7) Accuracy of operations.   | ----- (27) Effectiveness in promoting high working morale.  |
| ----- (8) Accuracy of final results.  | ----- (28) Effectiveness in determining space, personnel, and equipment needs.                          |
| ----- (9) Accuracy of judgments or decisions.   | ----- (29) Effectiveness in setting and obtaining adherence to time limits and deadlines.               |
| ----- (10) Effectiveness in presenting ideas or facts.  | ----- (30) Ability to make decisions.   |
| ----- (11) Industry.  | ----- (31) Effectiveness in delegating clearly defined authority to act.                                |
| ----- (12) Rate of progress on or completion of assignments.  |   |
| ----- (13) Amount of acceptable work produced. (Is mark based on production records? -----) (Yes or no) |   |
| ----- (14) Ability to organize his work.  |   |
| ----- (15) Effectiveness in meeting and dealing with others.  |   |
| ----- (16) Cooperativeness.   |   |
| ----- (17) Initiative.  |   |
| ----- (18) Resourcefulness.   |   |
| ----- (19) Dependability.   |   |
| ----- (20) Physical fitness for the work.   |   |

STATE ANY OTHER ELEMENTS CONSIDERED

- (A) -----  
----- (B) -----  
----- (C) -----

STANDARD Deviations must be explained on reverse side of this form		Adjective rating
Plus marks on all underlined elements, and no minus marks.	Excellent	Rating official <u>Very Good</u>
Plus marks on at least half of the underlined elements, and no minus marks.	X Very good	<u>N.P.C.</u>
Check marks or better on a majority of underlined elements, and any minus marks overcompensated by plus marks.	Good	Reviewing official -----
Check marks or better on a majority of underlined elements, and minus marks not overcompensated by plus marks.	Fair	
Minus marks on at least half of the underlined elements.	Unsatisfactory	

Rated by [Signature] Assistant Director October 14, 1944  
(Signature of rating official) (Title) (Date)

Reviewed by -----  
(Signature of reviewing official) (Title) (Date)

Rating approved by efficiency rating committee ----- Report to employee -----  
(Date) (Adjective rating)

Dot:inc

SAC, PHILADELPHIA

NOVEMBER 3, 1944

JOHN EDGAR HOOVER, DIRECTOR, FEDERAL BUREAU OF INVESTIGATION

Special Agent (A) Nicholas P. Callahan

There is attached hereto the Field Firearms and Scientific Training Record card of the above-named Agent who is now assigned to your office.

Attachment

11/13

43-11-1447  
28, 87

AG

RECORDED  
INDEXED  
FILED 10  
NOV - 3 1944 PM

Mr. Tolson	
Mr. E. A. Tamm	
Mr. Clegg	
Mr. Coffey	
Mr. Glavin	
Mr. Ladd	
Mr. Nichols	
Mr. Rosen	
Mr. Tracy	
Mr. Carson	
Mr. Hendon	
Mr. Mumford	
Mr. Quinn	
Mr. Nease	
Miss Gandy	

DAH:MAD

October 30, 1944

CONFIDENTIAL

SAC, Philadelphia

RE:

NICHOLAS P. CALLAHAN  
SPECIAL AGENT

Dear Sir:

The above-named Special Agent attended an In-Service training course at the Seat of Government from October 9, to October 21, 1944.

He attained the following grades:

Notebook	Excellent
Written Examination	95
Technical Equipment Qualifications	Good
Hip Shooting	94
Practical Pistol Course	94
Shotgun	100
.30-Rifle	99
Machine Gun	80

The firearms grades should be entered on the individual field firearms training record card.

Very truly yours,

John Edgar Hoover  
Director

cc: Nicholas P. Callahan  
Philadelphia

Mr. Tolson  
Mr. E. A. Tamm  
Mr. Clegg  
Mr. Coffey  
Mr. Glavin  
Mr. Ladd  
Mr. Nichols  
Mr. Rosen  
Mr. Tracy  
Mr. Egan  
Mr. Gurnea  
Mr. Harbo  
Mr. Hendon  
Mr. Mumford  
Mr. Quinn  
Mr. Nease  
Miss Gandy

COMMUNICATIONS SECTION  
MAILED 15  
NOV 2 1944 PM

5 NOV 3 1944

*[Handwritten signature and initials]*

## Office Memorandum • UNITED STATES GOVERNMENT

LAH:IMK

TO : CLYDE A. TOLSON

DATE: October 28, 1944

FROM : H. H. CLEGG

SUBJECT:

SPECIAL AGENT NICHOLAS P. CALLAHAN  
 IN-SERVICE TRAINING COURSE NO. 11  
 FROM 10-9-44 TO 10-21-44  
 EOD - 6-26-39  
 GRADE - CAF 12  
 SALARY - \$4600  
 ASSIGNED TO - DIVISION 3

MOOT COURT TRAINING

ABILITY TO TESTIFY:

QUALIFIED X

NOT QUALIFIED \_\_\_\_\_

PHYSICAL EXAMINATION AFFORDED: No

GRADES ATTAINED:

NOTEBOOK - Excellent  
 WRITTEN EXAMINATION - 95

HIP SHOOTING - 94  
 PRACTICAL PISTOL COURSE - 94  
 SHOTGUN - 100  
 .30 RIFLE - 99  
 MACHINE GUN - 80  
 GENERAL FIREARMS ABILITY - Very Good

TECHNICAL EQUIPMENT QUALIFICATIONS:

Good

REMARKS: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

G. H. Treadwell  
 INSTRUCTOR

REMARKS: Interviewing official - L. A. Hince

Callahan is a Bureau supervisor who has just been transferred to Philadelphia. He was a Bureau clerk and subsequently became an Agent, which status he has held for the past five years. Callahan makes an excellent appearance, has a very pleasant personality, and is intelligent. I have watched this man's development over the past ten years and I think he is an example of remarkable progress made by a Bureau clerk who now has a status of being an experienced Agent.

Mr. Tolson \_\_\_\_\_  
 Mr. E. A. Tamm \_\_\_\_\_  
 Mr. Clegg \_\_\_\_\_  
 Mr. Coffey \_\_\_\_\_  
 Mr. Glavin \_\_\_\_\_  
 Mr. Ladd \_\_\_\_\_  
 Mr. Nichols \_\_\_\_\_  
 Mr. Rosen \_\_\_\_\_  
 Mr. Tracy \_\_\_\_\_  
 Mr. Mohr \_\_\_\_\_  
 Mr. Carson \_\_\_\_\_  
 Mr. Hendon \_\_\_\_\_  
 Mr. Mumford \_\_\_\_\_  
 Mr. Jones \_\_\_\_\_  
 Mr. Quinn Tamm \_\_\_\_\_  
 Mr. Nease \_\_\_\_\_  
 Miss Gandy \_\_\_\_\_

Callahan recently had some difficulty in connection with his testimony in the Laughlin trial at Baltimore but it is my impression that whatever mistake he made was entirely one of judgment.

His attitude is excellent, in spite of his recent error. I think that Callahan will apply himself in his new assignment in Philadelphia and that he will show definite progress.

5 NOV 2 1944  
 [Signature]

JEH:HCB

October 27, 1944

MEMORANDUM FOR MR. TOLSON

On October 26th, I saw Special Agent NICHOLAS P. CALLAHAN, who was assigned to the Administrative Division, and under orders of transfer to the Philadelphia Field Division. This is the Agent who recently testified in Baltimore, Maryland at the Laughlin trial, and as a result of his testimony the Bureau was subjected to severe criticism by the presiding Judge.

I was very favorably impressed by Mr. Callahan's attitude relative to the action the Bureau took in transferring him to field duty. He seems to realize that he was wrong in his testimony at Baltimore and appreciates the opportunity of gaining some more practical experience in the field. He has an excellent attitude, and for that reason I believe he should be kept in mind for the future, provided, of course, he continues to take his transfer in good spirit.

Very truly yours

J. E. H.

John Edgar Hoover  
Director

5 NOV 24 1944

12:25 pm  
10-28  
mdh

Mr. Tolson  
Mr. E. A. Tamm  
Mr. Clegg  
Mr. Coffey  
Mr. Glavin  
Mr. Ladd  
Mr. Nichols  
Mr. Rosen  
Mr. Tracy  
Mr. Mohr  
Mr. Carson  
Mr. Hendon  
Mr. Mumford  
Mr. Jones  
Mr. Quinn Tamm  
Mr. Nease  
Miss Gandy

- 2 -

ndure and the Departmental regulation. This he did not do according to the transcript of his testimony, and I want an explanation of why he failed to comply with the Bureau instructions in this matter.

As I have previously indicated, I want matters of this kind in the future to be handled by the Assistant Director in charge of the Division from which the case arises and any assistance or information that is to be obtained from any other division shall be taken up by the Assistant Director of division from which the case arises with the Assistant Director of the other division or divisions. Further, I want all such matters to be cleared with the Assistant Attorney General of the proper Departmental division for instructions as to exactly what we shall or shall not produce and what we shall or shall not say, and then I want the Assistant Director from which division the case arises personally to appear upon behalf of the Bureau and testify in accordance with Departmental instructions. If there are to be any deviations from this procedure, approval is to be obtained specifically from me.

I cannot express too strongly my displeasure at the manner in which this situation has been handled by Mr. Tamm, Mr. Rosen, and Mr. Glavin. They were the ones directly responsible for the proper handling of this matter and it should not have been delegated to subordinates down the line, certainly not without first consulting with me. The result has been some of the most unfavorable publicity which this Bureau has received, which publicity has been carried by the press associations to all parts of the country, if we can judge from the clippings we are now receiving. It all could have been avoided if proper attention had been given by the proper officials of the Bureau to this matter.

Very truly yours,

JOHN EDGAR HOOVER  
DIRECTOR

Attachment

(See Mr. Tolson's Copy)



September 20, 1944

MEMORANDUM FOR MR. TOLSON  
MR. TAMM  
MR. GLAVIN  
MR. LADD  
MR. ROSEN

I have just read the attached memoranda of Mr. Rosen dated September 19 and of Mr. Glavin of the same date concerning the mis-handling of the subpoena in the JAMES J. LAUGHLIN matter. This situation is becoming more confused and I have not as yet received all the information I desire.

It is to be noted that the Assistant Director to whose division this case was assigned, Mr. Rosen, never had any knowledge that Mr. Callahan was to represent the Bureau in this matter in Baltimore.

It is further to be noted that apparently the original steps taken in this matter were all handled at a lower level of responsibility in the Bureau than they should have been. That is to say, Mr. Tamm informed Mr. Callahan that someone from the Administrative Division was to appear in Baltimore in this matter and that whoever this representative was should see a subordinate supervisor in the Investigative Division. Mr. Callahan contacted Mr. Glavin, who designated Mr. Lee. Mr. Lee saw the subordinate supervisor in the Investigative Division and then proceeded to Baltimore to handle the matter. Mr. Lee was later supplanted by Mr. Callahan without any consultation with the Assistant Director in charge of the Investigative Division or with the Director's Office. The conferences held with the Judge were carried on by the Special Agent in Charge of the Richmond, Virginia, Division and by no one familiar with the case. It is to be further noted that at no time was the matter cleared with the Assistant Attorney General in charge of the Criminal Division, as the Department circular provides, but the matter was discussed with Judge Holtzoff purely for advice. The fact that the United States Attorney and the Judge were consulted did not relieve the Bureau under the Departmental orders from getting specific instructions from either the Attorney General, the Assistant to the Attorney General, or the Assistant Attorney General in charge of the Criminal Division. All in all, this whole situation has been atrociously handled with a marked indifference upon the part of the responsible officials of the Bureau.

Nowhere in the memoranda which I have received in this matter to date is there any explanation from Mr. Callahan as to why he testified as he did. Notwithstanding the indifferent manner in which this case was handled by the responsible officials in the Bureau, it does appear that Supervisor Carroll did appropriately advise Mr. Callahan and Mr. Lee of what they were to do and it is to be noted from Mr. Glavin's memorandum that Mr. Callahan understood the grounds upon which he should refuse to present the records - namely, because of their confidential

27

## Office Memorandum • UNITED STATES GOVERNMENT

HHC:MMH

TO : THE DIRECTOR

DATE: September 30, 1944

FROM : MR. CLEGG

SUBJECT: Interview with United States District Judge John Paul  
Harrisonburg, Virginia

Mr. Clegg  
Mr. Glavin  
Mr. Ladd  
Mr. Nichols  
Mr. Rosen  
Mr. Tracy  
Mr. Carson  
Mr. Egan  
Mr. Gurnea  
Mr. Harbo  
Mr. Hendon  
Mr. Jones  
Mr. Quinn  
Mr. Nease  
Mr. Gandy

On September 29, 1944, in keeping with a pre-arranged appointment, I called at the office of U. S. District Judge John Paul in the Federal Building at Harrisonburg, Virginia. I had known Judge Paul for a number of years; in fact, he was U. S. Attorney for the western district of Virginia when I was SAC at the W.F.O. and the W.F.O. covered that territory at that time. I have seen him at intervals since.

I expressed to Judge Paul the Director's sincere regrets and keen embarrassment because of the testimony given before him by one of the Bureau employees at the Laughlin trial in Baltimore recently. I informed him that the testimony given was not consistent with the instructions given to all Agents, both in writing and orally, and that this was not the type of testimony which should have been given under such circumstances; that to my knowledge there had not been any previous occasion for such misunderstanding on the part of a Bureau employee as to what he should say and do under such circumstances and as a result Mr. Hoover was embarrassed and deeply regretted it.

I showed to Judge Paul the Departmental instructions and told him these were the instructions which the Bureau gave to its employees and the instructions which should have been followed in this instance. Judge Paul said he was familiar with these instructions; that he was familiar with them when he was U. S. Attorney. He recognizes that the Agent testifying did not follow the instructions of the Department and the Bureau in such a case. He stated, both as a U. S. Attorney and as U. S. District Judge, he had always found Bureau Agents of the type that showed they had been selected with extreme care and trained very thoroughly, and this was the first time there had been any failure on the part of Agents before him to live up to these high traditions; that he recognized this was an exception and the fact this Agent had bungled this particular assignment did not lessen in the least his high regard for Mr. Hoover, personally, and his high regard for the FBI as an organization. He wanted me to assure Mr. Hoover that he should have no concern as to his own feeling of respect and admiration for the Director and the Bureau. He wanted his expressions of highest regards conveyed to the Director.

50 OCT 26 1944

Judge Paul asked me if I had heard anything about the re-action to the trial of Laughlin and I told him that the only comments I had heard were those from outside official circles and those that I had heard discuss the matter were Washington lawyers, and they had expressed keen regret that the case had turned out as it had and although


they were not critical of the court of the findings of the jury-- since they were not well acquainted with the actual evidence introduced--their regret was that Laughlin had been acquitted. The comment made by Judge Paul was to the general effect that he agreed with this feeling.



Judge Paul remembered having worked in rather close contact with Mr. Hoover several years ago, as he stated it, about the time fingerprints were turned over to the FBI, and he recalled very vividly Mr. Hoover's enthusiasm about the growth of the fingerprint identification division at that time. He was amazed when I told him the present size of the Identification Division.

We discussed the proposed rules of criminal procedure at considerable length. Judge Paul was very much opposed to the rule that prohibited his conferring with counsel without the defendant or the defendant's counsel being present also. He cited a case where the defense lawyer had argued that a liquor violator should be released so that he could help take care of his mother, but in conference with the U. S. Attorney it was ascertained that the mother was the complainant and wanted the boy sent to jail to keep him from getting into worse trouble, and this was a fact that should not be made known to the defendant or the defense counsel. I took occasion to point out objections which the Bureau had expressed to certain other rules including the one he referred to and the one on expert scientific witnesses, and the one on pre-trial conferences and disclosure of evidence before trial, and he agreed with these observations. This gave me an occasion to tell him how carefully our Laboratory experts function and in document cases I explained that three experts had to be in unanimous agreement before an opinion would be submitted.

The Judge was very pleasant and very cordial and seemed to have a sincere high regard for the Bureau and for the Director.

Respectfully,

✓   
H. H. Clegg

  
This confirms my impression  
that Asst Callahan did not handle  
himself properly. See that he is  
transferred to Field for more  
practical experience & also censured.  
H.  let to M. P. Callahan  
10/18/47  
J. Paul.

WES:ual

October 12, 1944

Mr. Nicholas P. Callahan  
Federal Bureau of Investigation  
U. S. Department of Justice  
Washington, D. C.

Dear Sir:

I have had the opportunity of reviewing in detail the manner in which you testified in the case of JAMES J. LAUGHLIN, Obstruction of Justice, at Baltimore, Maryland.

It is felt that in this particular instance you did not properly testify in accordance with instructions issued to you. You were advised that upon being called upon to testify you should have informed the court of the Departmental Regulation and that due to the confidential nature of the records of the Federal Bureau of Investigation, the records could not be produced in response to the subpoena issued.

From a review of the testimony given by you, it is noted that you made no mention concerning the confidential nature of the records and rather than citing specifically and definitely the Departmental Regulation prohibiting the production of such records in answer to the subpoena, you stressed instead the fact that the subpoena should have been issued to the Attorney General rather than for a Bureau representative to produce the records in question.

In future cases in which you are called upon to testify on behalf of the Bureau, it will be necessary that you properly give such testimony since the Bureau cannot, as a result of an improperly given testimony, be embarrassed at any future time by having derogatory statements made by the court as were made in this particular case upon the completion of your testimony.

Very truly yours,

John Edgar Hoover  
Director

3061

43961-189

27

## Office Memorandum • UNITED STATES GOVERNMENT

WRG:val

TO : THE DIRECTOR

DATE: September 19, 1944

FROM : W. R. GLAVIN

SUBJECT: NICHOLAS PETER CALLAHAN  
Special Agent  
Chief Clerk's Office

Mr. Tolson	.....
Mr. E. A. Tamm	.....
Mr. Clegg	.....
Mr. Glavin	.....
Mr. Nichols	.....
Mr. Rosen	.....
Mr. Tracy	.....
Mr. Mohr	.....
Mr. Carson	.....
Mr. Hendon	.....
Mr. Mumford	.....
Mr. Jones	.....
Mr. Quinn Tamm	.....
Mr. Nease	.....
Miss Gandy	.....

Entered on Duty	3-4-35
As an Agent	6-26-39
Reported to Field	9-29-39
Present Grade & Salary	CAF-12, \$4600
Last Salary Change	4-16-42
Age	30
Marital Status	Married
Education	BCS-Benjamin Franklin Univ.
Offices of Preference	None
Last Efficiency Rating	Excellent
Draft Status	2-A
Deferment Requested	Yes
Marksmanship	Expert
Qualified in all firearms.	
Failed to qualify with:	None
Endorsers	None

Callahan entered on duty in the Bureau as a messenger at \$1200 per annum on March 4, 1935. He was promoted to a clerical position at \$1260 per annum on April 16, 1935 in the Identification Division. He was transferred to the Chief Clerk's Office in a clerical capacity on August 3, 1935, and remained in the Chief Clerk's Office until he was appointed an Agent on June 26, 1939. His clerical efficiency reports were either very good or excellent. He had a very good record as a clerical employee.

500-101-143  
HISTORY AS AN AGENT

Callahan was interviewed by Mr. Egan on May 20, 1939, in connection with his application for a Special Agent Accountant position. He was successful in passing a written and oral test and was recommended favorably.

Mr. Clegg, in reporting on this Agent during his attendance at New Agents' School, stated that he made a pleasing appearance, was only average in intelligence but will be good in the handling of practical projects, needed to have his assignments explained rather clearly and would need considerable supervision at the beginning, makes friends rather easily, and would need a patient type of Special Agent in Charge

38

MEMORANDUM FOR THE DIRECTOR

- 2 -

in some small office in the West or Midwest.

He was assigned to the Dallas Division. Under date of October 23, 1939, Callahan having been in the Dallas Division 27 days, SAC Conroy of that Division in reporting on a Special Agent applicant case stated he was not entirely satisfied with the report of Callahan and had so advised Callahan. Conroy felt that if he had had more resourcefulness he would have been able to develop some of the faults of the applicant as well as all of his virtues. This applicant was not appointed.

In a special efficiency report dated November 28, 1939, covering his 30-day development in the Field, Conroy reported that Callahan had handled the general run of cases, had handled four cases before a United States Commissioner, had personally presented three cases to the United States Grand Jury, that particularly for a new Agent he seems to have knowledge of pertinent essentials of an investigation, his reports reflected that he possessed fairly good judgment and secures material facts, <sup>and</sup> was too brief in his report writing. Conroy stated he considered Callahan a substantial individual, presented a pleasing appearance and seemed to have gotten along well with Federal officials and local law enforcement officers.

On January 27, 1939, Conroy, in another report on Callahan, states that Callahan had made very satisfactory progress on general investigative work and recommended that Callahan now be given accounting training. Conroy anticipated that his progress would be gradual and that within a reasonable period of time he would develop into a substantial agent of the Bureau.

Callahan was transferred to the Newark Office on February 1, 1940 and was placed on a special bankruptcy squad in that office. SAC Untreiner on March 15, 1940, stated he was favorably impressed with Callahan's appearance and demeanor about the office, but did not feel that he, Untreiner, was qualified at that time to give the Bureau a full report on him.

On May 28, 1940, Mr. Hince in a memorandum covering this Agent's attendance at in-service school ending May 18, 1940, stated that Callahan is small in stature but has a rather good personality, that his progress in the field seemed to be fairly good and was developing satisfactorily. In an efficiency rating dated May 1, 1940, he is rated Fair by SAC Untreiner of the Newark Division, Untreiner stating he rated Callahan Fair because the Newark Office was his second office and Callahan was assigned there on a special squad to handle accumulated bankruptcy investigations, that he had not yet worked on regular accounting work and was still inexperienced in regular accounting investigations. Untreiner stated he felt Callahan was a good man and

MEMORANDUM FOR THE DIRECTOR

- 3 -

had promise of developing into a good accountant for the Bureau, presented a good appearance and makes a good impression upon those he meets. The supervising Agent, Special Agent (A) [redacted], handling the special squad, stated Callahan had a good understanding of the principles of accounting, that as he gains experience his analytical work will improve, that he develops his investigations along logical lines, that his work papers are prepared in a very neat and orderly manner, that his reports are prepared in good form and clearly reflect the results of his investigation, and that as he gains in experience he will require a minimum of supervision. b6 b7C

On July 18, 1940, SAC Kitchin of the Newark Division, stated that Callahan was qualified to conduct bankruptcy investigations without assistance. Under date of August 26, 1940, Kitchin in a special report on Callahan stated he had conferred with the Special Agent Supervisor under whose jurisdiction Callahan had worked and was informed that Callahan handled the investigations of a general nature with thoroughness and dispatch, that he exhibited the same rate of progress in this type of work as he did in his accounting investigations. On the same date in an additional report, Kitchin reported that Callahan appeared to be well mannered and a personable, intelligent young man who had won many friends among law enforcement officers, that his attitude towards his work was excellent and while assigned to the Newark Office he could always be relied upon and was thus considered as an asset to the Newark Office, that he conducted his investigations with dispatch and his investigations were considered thorough and satisfactory, and there was no question about his loyalty to the Bureau; was assigned to bankruptcy work almost entirely, was able to work bankruptcy cases with practically no supervision and in the general investigative work assigned to him occasionally, he acquitted himself admirably. Mr. E. A. Tamm in a memorandum to the Director dated September 6, 1940, stated he believed this Agent's progress had been sufficient to justify a \$100.00 increase, but it was not felt that he should be reallocated to Grade CAF-10, \$3500 per annum.

On October 29, 1940, Mr. Hince in a memorandum to the Director covering this Agent's attendance at in-service school, stated Callahan made an alert and satisfactory personal appearance, he is an accountant who seemed to have his feet on the ground, had a good personality, well adapted to the Bureau's work; that since he left Training School he had made satisfactory progress in development of personal qualifications, should do well with additional experience and at that time he did not exhibit any supervisory qualifications.

He was assigned to the Baltimore Office on August 15, 1940. SAC Soucy in a report dated November 15, 1940, stated that Callahan had handled bankruptcy and other matters of an accounting nature,



MEMORANDUM FOR THE DIRECTOR

- 4 -

recently handling two Plant Surveys in that district, handled all types of Bureau assignments with most satisfactory results, was a better than average Agent for one of his training and should show consistent improvement as time went on, had a confident air for a small man and reveals qualities of confidence and assurance which made it possible for him to create a favorable impression upon first meeting; his work required a minimum of supervision, had a good understanding of Bureau policy, good judgment, revealed characteristics which might make it possible for him to assume administrative and supervisory responsibilities at an early date.

Mr. Pennington under date of December 26, 1940, recommended reallocation of this Agent to Grade CAF-10, \$3500 per annum. He was reallocated effective January 1, 1941. Callahan was assigned to the Chief Clerk's Office at Washington on April 9, 1941. SAC Soucy in submitting a report on this Agent under date of April 14, 1941, stated that he felt Callahan was a better-than-average Agent for one of his experience, was conscientious and enthusiastic and possessed a better-than-average background in Bureau policy, was qualified to perform a good volume of work with limited effort and from all indications he would continue to show improvement with further training. Soucy considered him better-than-average with better-than-average prospects.

Callahan has been assigned to the Chief Clerk's Office under my immediate supervision since April 9, 1941. Shortly after his assignment, he assisted in the handling of personnel matters and in the preparation of Special Agent briefs and clerical briefs, his production was entirely satisfactory although he did, from time to time forget instructions which had been issued to him, making it necessary for instructions to be again issued, was enthusiastic, worked long hours voluntarily and there is no question as to his loyalty to the Director and the Bureau. He was promoted to Grade CAF-11, \$3800 per annum on July 1, 1941, and to Grade CAF-12, \$4600 per annum on April 16, 1942. Mr. Clegg in a memorandum dated May 28, 1942, concerning this Agent's in-service training, stated that Callahan made a good personal appearance, gave the impression of being a mature, self-confident, although somewhat quiet, Agent. Mr. Clegg stated he thought Callahan had supervisory ability; that in a brief interview he could not detect anything else.

Callahan has handled congressional mail in this office, and in a report submitted by me under date of March 31, 1942, it is stated that his greatest difficulty at that time was from time to time he gets into a rut in handling specialized mail and he has made a very sincere effort to overcome this fault. Under date of October 20, 1942, the Bureau received information that Callahan may have been



MEMORANDUM FOR THE DIRECTOR

- 5 -

discussing official business with his wife and she in turn was discussing it with her parents. This allegation was denied by the Agent, and at that time I felt Callahan was not the type to go around discussing official Bureau matters, and it was pointed out by Callahan that probably the complainant was one Haven, which was so, since Mrs. Callahan's family had had certain domestic differences with the [redacted] family. On March 31, 1943, he was rated Excellent, it being stated that he was being used as sort of a "fireman" for the Division, handling any and all of the various matters coming up for attention and that he was doing a good job. b6 b7C

He had field training in February of 1944 and SAC Conroy at that time stated he was well poised, self-confident, made a very favorable impression, his work was thorough, reports were well written and was considered a very good Agent.

In my annual efficiency report of March 31, 1944, I rated Callahan as EXCELLENT and stated that he had assisted on the Budget, had handled lectures, had taken care of Selective Service matters, handled personal interviews in my immediate office, assisted in the distribution of personnel in the Field, handled administrative reports, had maintained liaison on transportation with both railroad and airplane transportation companies as well as with the military officials and was doing a good job.

It is noted that Callahan has testified before Grand Juries, Commissioners' Hearings and also testified in court on cases investigated by him and no derogatory information concerning his testimony has in the past been furnished to the Bureau.

✓ key

JOHN EDGAR HOOVER  
DIRECTOR



Federal Bureau of Investigation  
United States Department of Justice  
Washington, D. C.

September 20, 1944

MEMORANDUM FOR THE DIRECTOR

Mr. Tolson.....  
Mr. E. A. Tamm.....  
Mr. Clegg.....  
Mr. Coffey.....  
Mr. Glavin.....  
Mr. Ladd.....  
Mr. Nichols.....  
Mr. Rosen.....  
Mr. Tracy.....  
Mr. Mohr.....  
Mr. Carson.....  
Mr. Hendon.....  
Mr. Mumford.....  
Mr. Jones.....  
Mr. Quinn Tamm.....  
Mr. Nease.....  
Miss Gandy.....

Reference is made to your memorandum of September 20, 1944, to Messrs. Tolson, Tamm, Glavin, Ladd and Rosen, particularly the last paragraph of the first page wherein you request an explanation as to why the writer testified as he did and further an explanation of why he failed to comply with the Bureau instructions in this matter.

With reference to the explanation desired as to why the writer testified as he did, I desire to advise you that the testimony given by the writer was given with the thought it complied with Bureau instructions in regard to testifying in a situation such as this; that is, while we have the physical custody of the records, the legal custody is with the Attorney General, and that in substance this testimony complied with the Bureau instructions with regard to testimony as far as the Departmental regulation is concerned.

The writer has no explanation to offer as to why the confidential nature of the records was not brought into the testimony.

The writer further desires to advise in connection with his testimony, to the effect that the subpoena duces tecum should have been issued to the Attorney General, was based on the writer's conclusions which were drawn from the Departmental regulation that since it prohibited the various divisions of the Department from producing any records, any subpoena duces tecum should be issued to the Attorney General.

The transcript of the testimony which you have had an opportunity to review would indicate that the writer may have become nervous and confused; however, the writer wishes to assure you that this is not the case.

The writer desires to point out to the Director, not as an alibi, a comment directed to him by United States Attorney



RECORDED  
67-43961-142  
23  
SEP 22 1944  
JINNE

MEMORANDUM FOR THE DIRECTOR

- 2 -


Flynn to the effect that it was not the writer's fault that the Judge adopted the attitude he did and spoke of the Bureau in the manner in which he did in open court, which would indicate that Flynn felt the Judge had more or less let them down as far as the previous agreement, which was supposed to have been made, is concerned and which is referred to in Mr. Glavin's memorandum of the 19th, and which was, apparently, the basis on which no records were produced.

I do not wish to sound as though I am alibing for I am not, as I have never and will never resort to alibis. The testimony given by me, I thought, was being given in compliance with previous Bureau instructions and in the best interests of the Bureau.

My regret at the adverse publicity and embarrassment which this incident has caused the Bureau is beyond expression by words.

Respectfully,

*Nicholas P. Callahan*  
Nicholas P. Callahan

✓   
Certainly this agent didn't comply either in letter or in spirit for his testimony with Dept. & Bureau instructions. Furthermore I can't understand Flynn's comment with that of Asst U. S. Atty. Kenny made at the bench after Callahan's testimony in which Kenny certainly disavowed all responsibility for FBI position.  
H.



**Federal Bureau of Investigation  
United States Department of Justice**



IN REPLY, PLEASE REFER TO

FILE NO. \_\_\_\_\_

Director  
Federal Bureau of Investigation  
United States Department of Justice  
Washington, D. C.

Dear Sir:

For inclusion in the fund to be paid to the widow or designated beneficiary of any Special Agent of the Federal Bureau of Investigation, United States Department of Justice, who had contributed to this fund subsequent to August 31, 1944, and who dies <sup>cash</sup> from any cause except self-destruction while employed as a Special Agent, I am forwarding herewith (by ~~CHECK~~ ~~MONEY ORDER~~) the sum of ten dollars (\$10.00), made payable to the Chief Clerk of said Bureau, to be included in said fund. Payment will be made for death by self-destruction after the Agent has been a member of the fund for two years. It is understood and agreed that the sum tendered herewith is a voluntary, gratuitous contribution to said fund, which I understand is to be administered in the following manner:

The Director of the Bureau will appoint a committee which shall consider all matters pertaining to the acquisition, safe keeping and expending of said fund, which committee will recommend appropriate action to the Director of the Bureau in pertinent matters. The Chief Clerk of said Bureau shall receive all contributions and account for same to the Director.

Upon the death of any Special Agent, the appointed committee will consider the case and submit a recommendation to the Director as to its conclusions. Appropriate instructions will then be issued to the Chief Clerk, directing him to pay to the designated beneficiary the sum of \$10,000.

The following person is hereby designated as my beneficiary:

Name MRS. LILLIAN P. CALLAHAN Address 1032 TRAUSIG PL. NE. - D.C.

Relationship WIFE Dated August 31, 1944

Very truly yours,

N. P. CALLAHAN  
Special Agent

ack. 9-6-44  
meh.

File  
10/1/44  
NOT RECORDED  
31  
mrg  
meh

# CLASSIFICATION ADVICE

App. Not Req.



Local Board No. 11  
Baltimore

01  
007

AUG 25 1944 011

5438 York Road  
Baltimore, Maryland

(Local Board Date Stamp With Code)

(Date of mailing of Notice of Classification to Registrant)

67-43961-141

Controlled.....Records  
Board of Appeal.....  
Last name.....

2 A SEP 2 1944

FEDERAL BUREAU OF INVESTIGATION

file  
for  
3 yrs

M. D. Leopold

16-37583-2

You are advised that—

Nicholas

(First name)

Peter

(Middle name)

Order No. 433 has been classified in Class

until 2/24/45, 19.....

(Insert date for Class II-A and II-B only)

by ☒ Local Board:

☐ Board of Appeal (by vote of ..... to .....).

☐ President.

DSS Form 59  
(Revised 12-10-43)

(See other side)

(Member or clerk of local board)

NICHOLAS P. CALLAHAN

453

11

ASSIGNED TO:  
Washington, D. C.

30 (December 26, 1913)

Baltimore

Maryland

OCCUPATION:

The above-named registrant is a Special Agent of the Federal Bureau of Investigation and holds a key position within the meaning of Executive Order 9800.

It is requested that the above-named registrant, who is employed by an agency in or under the Federal Government, be classified in Class II-A or Class II-B by reason of the fact that he is regularly engaged in an activity in support of the national health, safety, or interest, or an activity in war production, and is 30 years of age or over; or has been found disqualified for any military service; or qualified for limited military service only.

Registrant's status:

- ☒ Registrant has reached his 30th birthday
- ☐ Registrant has been found disqualified for any military service
- ☐ Registrant has been found qualified for limited military service only

Agency Stamp:

U. S. DEPARTMENT OF JUSTICE  
FEDERAL BUREAU OF INVESTIGATION  
U. S. DEPARTMENT OF JUSTICE BUILDING  
WASHINGTON, D. C.

8-19-44

Date

J. Edgar Hoover

7-43961-140

Washington, D. C.  
AUG 19 1944  
August 19 44

19th

- Mr. Tolson
- Mr. E. A. Tamm
- Mr. Clegg
- Mr. Coffey
- Mr. Glavin
- Mr. Ladd
- Mr. Nichols
- Mr. Rosen
- Mr. Tracy
- Mr. Mohr
- Mr. Carson
- Mr. Hendon
- Mr. Mumford
- Mr. Jones
- Mr. Quinn Tamm
- Mr. Nease
- Miss Gandy

VC3: Review Committee, War Laborer Commission  
Mr. Glavin

Notary Public

*[Handwritten signature]*

# CLASSIFICATION ADVICE

App. Not Req.



Local Board No. 11 81  
Baltimore City 007

21 1944 011

5438 York Road  
Baltimore, Maryland

(Local Board Date Stamp With Code)

7/21/44  
(Date of mailing of Notice of Classification to Registrant)

You are advised that—

Nicholas

(First name)

Peter

(Middle name)

Allaham

(Last name)

Order No. 433 has been classified in Class

until 9/24/44 19.....

(Insert date for Class II-A and II-B only)

by ☐ Local Board.

☒ Board of Appeal (by vote of 3 to 0).

☐ President.

DSS Form 59  
(Revised 12-10-43)

(See other side)

(Member or clerk of local board)

16-37583-2

8 AUG 5 1944  
43 911 13  
JUL 31 1944  
FEDERAL BUREAU OF INVESTIGATION  
M. D. Leopold

## OFFICE MEMORANDUM UNITED STATES GOVERNMENT

NPC:val

TO

: MR. GLAVIN

DATE: May 18, 1944

FROM

: N. P. CALLAHAN

N. P. Callahan

SUBJECT

: PHYSICAL EXAMINATIONS FOR IN-SERVICE AGENTS

I wish to call to your attention a situation which is developing in connection with the physical examination program for Agents attending in-service training. As you know, the Bureau is now bringing in two in-service classes a week, which means a total of approximately 80 men. An average of 50 of these men have not had physical examinations within the last 20 months.

In an effort to accommodate and furnish physical examinations to these 50 Agents, it has been necessary to arrange with the Naval Hospital at Quantico, Virginia, to examine some of the in-service men, and they have indicated the maximum that they can handle one day per week is 15, which leaves 35 in-service Agents to be examined at the Naval Hospital in Bethesda, Maryland.

Physical examinations are not afforded on Wednesdays and Saturday afternoons; and inasmuch as the in-service classes do not return from Quantico until Monday of their second week, it means that a maximum of 32 Agents can be accommodated with physical examinations at the Naval Hospital at Bethesda, which means that in some instances we have had to hold to the two years rule presently in effect for physical examinations for these Agents attending in-service school. In addition, Agents returning from SIS assignments must be worked into the schedule for physical examinations at Bethesda as well as the supervisory personnel at the Bureau and the Agent personnel in the Washington Field Office.

In the past it had been possible to give every Agent a physical who had not had one within 18 months, but as it stands now we are running pretty close to the two years period in giving men another physical examination in view of the congested schedule. This means that by the time these men that do not have physical examinations return for another in-service class they will have gone three or four years without a physical examination.

As a possible solution to this problem, the writer feels that it would be safe to have physical examinations afforded Agents one every three years except in specific cases where it is indicated that a physical examination might be needed prior to the expiration of the three year period and in certain special cases that might arise from time to time.

11  
8 JUL 19 1944



# CLASSIFICATION ADVICE

App. Not Recd



Local Board No. 11	31
Baltimore City	007
MAY 26 1944 011	
5438 York Road Baltimore, Maryland	

(Local Board Date Stamp With Code)

5/26/44  
(Date of mailing of Notice of Classification to Registrant)

You are advised that—

*Nicholas*

(First name)

*Peter*

(Middle name)

*Callahan*

(Last name)

Order No. *433* has been classified in Class *6A-43961-138*

until *11/25/44*, 19.....

(Insert date for Class II-A and II-B only)

by ☒ Local Board.

☐ Board of Appeal (by vote of ..... to .....).

☐ President.

*Walter Wynn*

DSS Form 59  
(Revised 12-10-43)

(See other side)

*M. D. Leopold*  
(Member or clerk of local board)

16-37533-2 1

67-43961-138	
Routed.....	Recorded.....
Searched...	Checked...
Numbered <i>14</i>	
14 JUN 12 1944	
FEDERAL BUREAU OF INVESTIGATION	

## Appeal Procedure

Any person entitled to do so may take an appeal to the board of appeal within 10 days after the above date of mailing of Notice of Classification to registrant in either of the following ways:

(1) By filing with the local board a written notice of appeal. Such notice need not be in any particular form but must state the name of the registrant and the name and identity of the person appealing so as to show the right of appeal.

(2) By signing the "Appeal to Board of Appeal" on the Selective Service Questionnaire (Form 40).

The person appealing may attach to his notice of appeal or to the Selective Service Questionnaire (Form 40) a statement specifying the respects in which he believes the local board erred, may direct attention to any information in the registrant's file which he believes the local board has failed to consider or give sufficient weight, and may set out in full any information which was offered to the local board and which the local board failed or refused to include in the registrant's file.

Appeal to the President from classification by the board of appeal may be taken at any time within 10 days after the date of mailing of notice to registrant, provided the registrant was classified by the board of appeal in either Class I-A, Class I-A-O, or Class IV-E and one or more members of the board of appeal dissented from such classification. Otherwise, the decision of the board of appeal is final except when an appeal is taken to the President either by the State Director of Selective Service or the Director of Selective Service on the ground that he deems it to be in the national interest or necessary to avoid an injustice.

# REPORT OF EFFICIENCY RATING

ADMINISTRATIVE-UNOFFICIAL ( )  
OFFICIAL:  
REGULAR ( ) SPECIAL ( )  
PROBATIONAL or TRIAL PERIOD ( )

As of March 31, 1944 based on performance during period from April 1, 1943 to March 31, 1944

Nicholas P. Callahan

(Name of employee)

Special Agent Supervisor, CAF-12, \$4600

(Title of position, service, and grade)

Federal Bureau of Investigation

(Organization—Indicate bureau, division, section, unit, field station)

ON LINES BELOW MARK EMPLOYEE		CHECK ONE:
V if adequate	1. Study the instructions in the Rating Official's Guide, C. S. C. Form No. 3823A.	Administrative, supervisory, or planning <input type="checkbox"/>
- if weak	2. Underline the elements which are especially important in the position.	All others <input type="checkbox"/>
+ if outstanding	3. Rate only on elements pertinent to the position. a. Do not rate on elements in <i>italics</i> except for employees in administrative, supervisory, or planning positions. b. Rate administrative, supervisory, and planning functions on elements in <i>italics</i> .	

*All the necessary elements plus.*

- |   |   |
|---|---|
| ----- (1) Maintenance of equipment, tools, instruments.   | ----- (21) Effectiveness in planning broad programs.  |
| ----- (2) Mechanical skill.   | ----- (22) Effectiveness in adapting the work program to broader or related programs.                   |
| ----- (3) Skill in the application of techniques and procedures.  | ----- (23) Effectiveness in devising procedures.  |
| ----- (4) Presentability of work (appropriateness of arrangement and appearance of work).               | ----- (24) Effectiveness in laying out work and establishing standards of performance for subordinates. |
| ----- (5) Attention to broad phases of assignments.   | ----- (25) Effectiveness in directing, reviewing, and checking the work of subordinates.                |
| ----- (6) Attention to pertinent detail.  | ----- (26) Effectiveness in instructing, training, and developing subordinates in the work.             |
| ----- (7) Accuracy of operations.   | ----- (27) Effectiveness in promoting high working morale.  |
| ----- (8) Accuracy of final results.  | ----- (28) Effectiveness in determining space, personnel, and equipment needs.                          |
| ----- (9) Accuracy of judgments or decisions.   | ----- (29) Effectiveness in setting and obtaining adherence to time limits and deadlines.               |
| ----- (10) Effectiveness in presenting ideas or facts.  | ----- (30) Ability to make decisions.   |
| ----- (11) Industry.  | ----- (31) Effectiveness in delegating clearly defined authority to act.                                |
| ----- (12) Rate of progress on or completion of assignments.  |   |
| ----- (13) Amount of acceptable work produced. (Is mark based on production records? -----) (Yes or no) |   |
| ----- (14) Ability to organize his work.  |   |
| ----- (15) Effectiveness in meeting and dealing with others.  |   |
| ----- (16) Cooperativeness.   |   |
| ----- (17) Initiative.  |   |
| ----- (18) Resourcefulness.   |   |
| ----- (19) Dependability.   |   |
| ----- (20) Physical fitness for the work.   |   |

STATE ANY OTHER ELEMENTS CONSIDERED

----- (A) *File*  
----- (B)  
----- (C)

## STANDARD

Deviations must be explained on reverse side of this form

Plus marks on all underlined elements, and no minus marks.....  
Plus marks on at least half of the underlined elements, and no minus marks.....  
Check marks or better on a majority of underlined elements, and any minus marks overcompensated by plus marks.....  
Check marks or better on a majority of underlined elements, and minus marks not overcompensated by plus marks.....  
Minus marks on at least half of the underlined elements.....

Adjective rating  
Excellent  
Very good  
Good  
Fair  
Unsatisfactory

Adjective rating  
Rating official  
EXCELLENT  
RECORDED  
Reviewing official

Rated by *Lery Law* Assistant Director March 31, 1944  
(Signature of rating official) (Title) (Date)

Reviewed by *N. P. Callahan* Federal Bureau of Investigation 5-6-44 mkt  
(Signature of reviewing official) (Title) (Date)

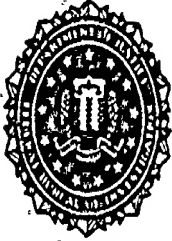
Rating approved by efficiency rating committee \_\_\_\_\_ Report to employee \_\_\_\_\_  
(Date) (Adjective rating)

EOD 6-26-39

N. P. CALLAHAN

Callahan has continued to be assigned to my immediate office during the past rating period and has been used as a "fireman" in almost every type of assignment. If we have needed assistance on the budget, he has been assigned. He has handled lectures, he is the Number Two man in so far as Selective Service goes, and has handled many of the interviews of persons coming into my particular office. He has assisted in the distribution of personnel in the field, he has worked on the administrative report, he is, in addition, the transportation man and as such has maintained liaison with all of the transportation companies in Washington, D. C. He has been able to get reservations when others in town have found it absolutely impossible to do so. I feel that this has been possible only through his continued efforts in working to develop these contacts properly.

In addition, I understand he is a good accountant. He has been of assistance to me in accounting matters. It is felt that he will continue to develop in the service. He has the loyalty and purpose and is one of the type I would call the old Bureau employee. I feel that he will go further in the service. He should be borne in mind for additional training for other supervisory or administrative positions. He could handle a Number One job other than ASAC in any of the medium sized offices of the Bureau today. He has the Irish front which makes it easy for him to contact and get along with people.



**Federal Bureau of Investigation  
United States Department of Justice**



IN REPLY, PLEASE REFER TO

FILE NO. \_\_\_\_\_

Director  
Federal Bureau of Investigation  
United States Department of Justice  
Washington, D. C.

Dear Sir:

For inclusion in the fund to be paid to the widow or designated beneficiary of any Special Agent of the Federal Bureau of Investigation, United States Department of Justice, who had contributed to this fund subsequent to April 15, 1944, and who dies from any cause except self-destruction while employed as a Special Agent, I am forwarding herewith (by CHECK - MONEY ORDER) the sum of ten dollars (\$10.00), made payable to the Chief Clerk of said Bureau, to be included in said fund. Payment will be made for death by self-destruction after the Agent has been a member of the fund for two years. It is understood and agreed that the sum tendered herewith is a voluntary, gratuitous contribution to said fund, which I understand is to be administered in the following manner:

The Director of the Bureau will appoint a committee which shall consider all matters pertaining to the acquisition, safe keeping and expending of said fund, which committee will recommend appropriate action to the Director of the Bureau in pertinent matters. The Chief Clerk of said Bureau shall receive all contributions and account for same to the Director.

Upon the death of any Special Agent, the appointed committee will consider the case and submit a recommendation to the Director as to its conclusions. Appropriate instructions will then be issued to the Chief Clerk, directing him to pay to the designated beneficiary the sum of \$10,000.

The following person is hereby designated as my beneficiary:

Name Mrs. Lillian P. Callahan Address 1032 Taussig Pl. N.E. - D.C.

Relationship Wife

Dated April 15, 1944

Very truly yours,

L. P. Callahan  
Special Agent

ack 4/20/44  
mbb

241  
RECORDED  
Files  
w/ Jabb  
39

March 24, 1944

Local Board Number 11  
Selective Service System  
5438 York Road  
Baltimore, Maryland

RE: NICHOLAS PETER CALLAHAN  
Order Number 433

Gentlemen:

The Review Committee of the War Manpower Commission, established under the provisions of Executive Order 9309, has determined the position of Special Agent held by Mr. Callahan to be a key position within the meaning of said Executive Order.

The Agency Committee of this Bureau, which has been established in accordance with the provisions of Executive Order 9309, recommends that the attached Forms 42 and 42 S be forwarded to you requesting occupational deferment on behalf of Mr. Callahan.

I would appreciate having these affidavits made a part of the file of the above-named registrant, and request your consideration of the same when you determine his classification. The principal place of employment of this registrant is Washington, D. C.

Should you want any additional information, do not hesitate to call upon me. I shall keep you promptly advised of any change in the occupational status of this registrant.

Sincerely yours,

John Edgar Hoover  
Director

FEDERAL BUREAU OF INVESTIGATION

Enclosure: COMMUNICATIONS SECTION

CC: Review Committee, War Manpower Committee

CC: Mr. Glavin MAILED

MAR 25 1944

F. B. I.  
FEDERAL BUREAU OF INVESTIGATION  
U. S. DEPARTMENT OF JUSTICE

Tolson  
E. A. Tamm  
Clegg  
Coffey  
Glavin  
Ladd  
Nichols  
Rosen  
Tracy  
Acers  
Gerson  
Harbo  
Hendon  
Humphreys  
Quinn Tamm  
Nease  
Gandy

NICHOLAS PETER CALLAHAN

433

30

11

Baltimore, Maryland

Mr. Callahan is a Special Agent and as such holds a key position as designated by the Review Committee of the War Manpower Commission within the meaning of Executive Order 9309. The performance of his duties is essential and critical to the execution of the work assigned by law and Executive Directive to the Federal Bureau of Investigation.

To the Federal Bureau of Investigation is assigned the responsibility of investigating all acts of espionage, sabotage and all actions tending to undermine the internal security of the nation. We must also investigate and enforce all those federal statutes assigned to the investigative jurisdiction of this Bureau such as: bank robbery, kidnaping, interference with the interstate transportation of goods, National Stolen Property Act, etc., the enforcement of which is necessary to the preservation of the national health, safety and interest.

To carry on this work it is necessary to maintain a corps of trained investigators. Mr. Callahan is such a trained investigator. In the attached Form 42 S further information relative to Mr. Callahan is set forth.

J. Edgar Hoover

Washington, D. C.

24 th

March

44

Notary Public

	NICHOLAS	PETER	CALLAHAN	
433		December	26	1913 30
11	Baltimore			Maryland

Special Agent	x
U.S. Department of Justice	Federal Bureau of Investigation

See attachment. Mr. Callahan is an investigatory agent charged with the duty of investigating violations of the laws of the United States, collecting evidence in cases in which the United States is or may be a party in interest, and performing other duties imposed upon him by law.

June 26, 1939	Washington, D. C.	5228.32
10	8	9 1

F. B. I.	Washington, D. C.	3/4/35	6/26/39	Clerk	\$1800
Second Natl. Bank.	Washington, D. C.	8/33	3/1/35	Head of Proof Dept.	\$ 720

Benjamin Franklin U.	Washington, D. C.	1934	1937	B.C.S.	Accounting
----------------------	-------------------	------	------	--------	------------

ATTACHED TO FILE  
FEDERAL BUREAU OF INVESTIGATION

See attachment

3A LB  
2B 10/26/43 LB 4/25/44



Yes

June 7, 1943

See attachment

See attachment

See attachment

Approximately

4675

215

85

none

See attachment

See attachment

Clyde A. Tolson

xxxxxx

xxxxxx

March 24, 1944

## SPECIAL AGENTS

This position has been designated as a key position by the Review Committee of the War Manpower Commission.

The Federal Bureau of Investigation has been designated as the sole civilian government investigative agency having jurisdiction over the investigation of matters pertaining to national defense such as espionage, sabotage, registration of agents of foreign principals, sedition, treason, and the like, and further, the Federal Bureau of Investigation has sole investigative jurisdiction in a great number of other Federal statutes which embrace bank robbery, kidnaping, extortion, white slave traffic, National Motor Vehicle Theft Act, and numerous others. The investigative work in connection with the above violations is performed by the Special Agent personnel of this Bureau, who are recruited from applicants between the ages of twenty-five and forty. They must be graduates of a law school or an accounting school with the necessary accounting experience, or graduates of a university with extensive investigative experience, or with linguistic qualifications, or have basic educational training and possess satisfactory prior law enforcement experience which will enable them to satisfactorily perform the duties imposed upon them. For certain of the scientific investigative work, Special Agents are secured who primarily are qualified in the sciences, such as ballistics, chemical analysis, spectography, cryptography, mineralogy, metallography, toxicology, and other like sciences. Applicants for appointment to the position of Special Agent must meet the physical standards and requirements for this position, which are exceedingly high. They must have vision of no less than 20/40 in one eye, 20/50 uncorrected, both eyes to be corrected to 20/20. They must have no color deficiency whatever.

Special Agents of the Federal Bureau of Investigation undergo a rigorous training program. All newly appointed Special Agents in the Federal Bureau of Investigation attend training classes for a period of sixteen weeks; the hours of training are from 9:00 a.m. to 9:00 p.m. daily, which course of study is equivalent to two full years of college study. During this period of training, they are thoroughly instructed in the basic rules and regulations and jurisdictions of the Federal Bureau of Investigation. They must satisfactorily pass numerous written examinations during their period of training. If a trainee fails to pass any of these examinations, he is dropped from the school.

The duties of a Special Agent of the Federal Bureau of Investigation are most arduous. They must be available at a moment's notice to go to any part of the United States or to any assignment outside the United States. The hours of duty for these employees are such that they must be in excellent physical health. The average work week for a Special Agent of the Federal Bureau of Investigation is no less than seventy hours. The work of a Special Agent, regardless of his particular qualification, is such that he cannot lead a sedentary or well regulated life. Due to the small number of Special Agents of the Federal Bureau of Investigation presently handling the work under the jurisdiction of the Federal Bureau of Investigation within and without the continental United States, it is necessary that the entire staff be highly mobile.

Special Agents are required to be able to conduct investigations in more than 100 types of cases, including espionage, sabotage, subversive activities, frauds against the government, kidnaping, extortion, bank robbery, White Slave

Traffic Act, etc. They are trained in and required to maintain constant skill in the use of highly technical equipment, technical processes, such as those necessary for the development of latent fingerprints, concealed or obliterated numbers upon firearms, to understand the use of code messages, to conduct physical surveillances of subjects of espionage and similar cases, sometimes for periods of many months, and when necessary, to assume a necessary character to enable them to fit in an undercover capacity into the activities and operations of groups such as foreign agents, who are engaged in thwarting the war effort.

The arduousness and importance of the work of Special Agents of the Federal Bureau of Investigation was readily recognized by the military and naval leaders. The Chief of the Bureau of Navigation, for the Secretary of the Navy, requested Special Agent employees of the Federal Bureau of Investigation to submit their resignations from reserve commissions held by them in the naval services because it had been determined that those Special Agents could better serve their country in their present assignments than if they were to be called into active naval service. The Secretary of War, in 1942, addressed personal communications to 168 Special Agents of the Federal Bureau of Investigation who at that time held reserve commissions in the Army. The Secretary of War at that time advised the Special Agents that their employment in the FBI is of such vital importance to the national defense as to necessitate their remaining at their posts of duty despite the fact that they held reserve commissions in the United States Army, and the request was made that these Agents, through the proper channels, submit their resignations from their commissions.

General Lewis B. Hershey of the Selective Service System pointed out in his Directive to all Local Boards of December 29, 1941, that Special Agent positions of the FBI were most important and essential to the national health, safety, and interests, and that the national defense functions of the FBI should not be impaired by the removal of trained personnel from critical positions in the Bureau.

The position of Special Agent has always been considered the most critical of all positions in the FBI, since, with the tremendous bulk of work placed upon us due to the war emergency, it is essential that a trained qualified staff be available for the handling of this work. If the Federal Bureau of Investigation cannot continue to retain its personnel in this critical position, aid and comfort would most certainly be given to the enemy and others whose interests are inimical to the best interests of the country today.

I, J. Edgar Hoover, do solemnly swear (or affirm) that I am the Director of the Federal Bureau of Investigation and that the foregoing statements are true to the best of my knowledge and belief.

Subscribed and sworn to before me this 24th day of March 19 44

\_\_\_\_\_  
Notary Public

**Federal Bureau of Investigation**  
**United States Department of Justice**  
New York 7, New York

BOB:VW

March 3, 1944

Director, FBI

RE: NICHOLAS P. CALLAHAN  
SPECIAL AGENT

*Cert*  
Dear Sir:

Special Agent Nicholas P. Callahan was assigned to this office from February 14 to 26, 1944. He is of average build, neat in his dress and possesses a pleasant personality. He appears well poised, self-confident and makes a very favorable impression. During the first week in this office he was assigned to general Security Matter investigations. He handled his work in a thorough manner and his reports were well written.

During the second week Agent Callahan was assigned to general criminal investigative work. He investigated Theft of Government Property, National Stolen Property Act and Escaped Federal Prisoner cases. His investigations were well conducted, and he produced a good volume of work. While in New York he was given the opportunity to attend the New York City Police line-up. I consider him a very good agent.

Very truly yours,

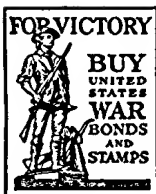
*E. E. Conroy*  
E. E. CONROY  
Special Agent in Charge

RECORDED

67-43961-136

Routed.....	Recorded.....
Searched.....	Indexed.....
Numbered.....	Filed.....
2 MAR 1944	
FEDERAL BUREAU OF INVESTIGATION	

*THREE*



Op. 10



**Federal Bureau of Investigation  
United States Department of Justice**



IN REPLY, PLEASE REFER TO:

FILE NO. \_\_\_\_\_

Director  
Federal Bureau of Investigation  
United States Department of Justice  
Washington, D. C.

Dear Sir:

For inclusion in the fund to be paid to the widow or designated beneficiary of any Special Agent of the Federal Bureau of Investigation, United States Department of Justice, who has contributed to this fund subsequent to December 18, 1943, and who dies from any cause except self-destruction while employed as a Special Agent, I am forwarding herewith (by CHECK - MONEY ORDER) the sum of ten dollars (\$10.00), made payable to the Chief Clerk of said Bureau, to be included in said fund. Payment will be made for death by self-destruction after the Agent has been a member of the fund for two years. It is understood and agreed that the sum tendered herewith is a voluntary, gratuitous contribution to said fund, which I understand is to be administered in the following manner:

The Director of the Bureau will appoint a committee which shall consider all matters pertaining to the acquisition, safe keeping and expending of said fund, which committee will recommend appropriate action to the Director of the Bureau in pertinent matters. The Chief Clerk of said Bureau shall receive all contributions and account for same to the Director.

Upon the death of any Special Agent, the appointed committee will consider the case and submit a recommendation to the Director as to its conclusions. Appropriate instructions will then be issued to the Chief Clerk, directing him to pay to the designated beneficiary the sum of \$10,000.

The following person is hereby designated as my beneficiary:

Name Lillian P. Callahan, wife Address 1032 Taussig Pl. N.E. 1944 D.C.  
Relationship Wife Dated December 15, 1943

Very truly yours,

*ack. 1-4-44  
myt*  
*Nicholas P. Callahan*  
Special Agent

February 4, 1944

C O P Y

NPC:AB

PERSONAL AND CONFIDENTIAL

Mr. E. E. Conroy  
Federal Bureau of Investigation  
U. S. Department of Justice  
234 U. S. Court House, Foley Square  
New York 7, New York

Dear Mr. Conroy:

Reference is made to my personal and confidential communication to you of September 22, 1943, wherein you were advised that certain Special Agents presently assigned to the Seat of Government in supervisory positions would be assigned to your office for a period of two weeks to handle regular investigative matters.

The following Special Agents will report to your office at 8:30 A. M., Monday, February 14, 1944, for such assignment:

Special Agent [redacted]  
Special Agent N. P. Callahan  
Special Agent R. H. Chambers  
Special Agent [redacted]

b6  
b7C

Special Agent Chambers is a chemist on secret inks assigned to the laboratory and his qualification along this line should be considered in making assignments to him.

Special Agent [redacted] supervises denaturalization cases and he should be afforded an opportunity to work, not in a supervisory capacity, on cases of this type during his assignment at your office.

It is desired that in the assignments made to these Special Agents they be assigned to national defense cases during the first week of their assignment and to regular investigative cases during the last week of their assignment. Cases should be assigned to these Agents prior to their arrival at your office and necessary files and serials should be available immediately so that there will be no time lost in starting their investigations.

Sincerely yours,

John Edgar Hoover  
Director

5 FEB 9 1944

NPC:AB

February 2, 1944

MR. GLAVIN

In accordance with the Bureau's recently inaugurated policy of permitting Special Agent Supervisors assigned at the Seat of Government to perform field investigative work for a period of two weeks, you should instruct the following Special Agent assigned to your division to report to the Special Agent in Charge of the New York Office at 8:30 A.M., February 14, 1944, for two weeks' investigative assignment:

Special Agent H. F. Callahan

The Bureau is notifying the Special Agent in Charge at New York to place this Special Agent on both national defense and regular investigative work during this two week period.

Very truly yours,

Mr. Glavin  
Mr. Clegg  
Mr. Hendon

John Edgar Hoover  
Director

43-961-135

2 FEB 5 1944

77

97

Mr. Tolson	
Mr. E. A. Tamm	
Mr. Clegg	
Mr. Glavin	
Mr. Ladd	
Mr. Nichols	
Mr. Rosen	
Mr. Tracy	
Mr. Carson	
Mr. Coffey	
Mr. Hendon	
Mr. Jones	
Mr. Quinn	
Mr. Nease	
Miss Gandy	

COMMUNICATIONS SECTION  
MAILED 10  
FEB 5 1944 P.M.  
FEDERAL BUREAU OF INVESTIGATION  
U. S. DEPARTMENT OF JUSTICE

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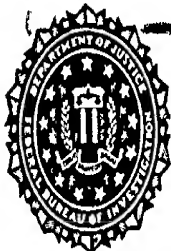
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FEB 5 7 15 PM '44

JOHN EDGAR HOOVER  
DIRECTOR

CC-287



RHH:JD

**Federal Bureau of Investigation**  
**United States Department of Justice**  
**Washington, D. C.**

January 10, 1944

*HR*

MEMORANDUM FOR MR. CLEGG

RE: NICHOLAS P. CALLAHAN  
SUBJECT: EXPENSE VOUCHERS

*67-411-134*

Based on observations made by representatives of the Training Division during the past year, Mr. Callahan is classified as a capable instructor who makes a dignified appearance and knows the answers to all the questions.

Respectfully,

*RHH* 77

R. H. Hicks JAN 18 1944

Mr. Tolson \_\_\_\_\_  
Mr. E. A. Tamm \_\_\_\_\_  
Mr. Clegg \_\_\_\_\_  
Mr. Glavin \_\_\_\_\_  
Mr. Ladd \_\_\_\_\_  
Mr. Nichols \_\_\_\_\_  
Mr. Rosen \_\_\_\_\_  
Mr. Tracy \_\_\_\_\_  
Mr. Carson \_\_\_\_\_  
Mr. Coffey \_\_\_\_\_  
Mr. Hendon \_\_\_\_\_  
Mr. Kramer \_\_\_\_\_  
Mr. McGuire \_\_\_\_\_  
Mr. Harbo \_\_\_\_\_  
Mr. Quinn Tamm \_\_\_\_\_  
Tele. Room \_\_\_\_\_  
Mr. Nease \_\_\_\_\_  
Miss Beahm \_\_\_\_\_  
Miss Gandy \_\_\_\_\_





JOHN EDGAR HOOVER  
DIRECTOR

CG-287



WRG:MTS

**Federal Bureau of Investigation  
United States Department of Justice  
Washington, D. C.**

October 23, 1943

**MEMORANDUM FOR THE DIRECTOR**

**Re: Additional Supervisory  
Special Agents, Administrative  
Division (Chief Clerk's Office)**

Mr. Tolson \_\_\_\_\_  
Mr. E. A. Tamm \_\_\_\_\_  
Mr. Clegg \_\_\_\_\_  
Mr. Coffey \_\_\_\_\_  
Mr. Glavin \_\_\_\_\_  
Mr. Ladd \_\_\_\_\_  
Mr. Nichols \_\_\_\_\_  
Mr. Rosen \_\_\_\_\_  
Mr. Tracy \_\_\_\_\_  
Mr. Acers \_\_\_\_\_  
Mr. Carson \_\_\_\_\_  
Mr. Harbo \_\_\_\_\_  
Mr. Hendon \_\_\_\_\_  
Mr. Mumford \_\_\_\_\_  
Mr. Starke \_\_\_\_\_  
Mr. Quinn Tamm \_\_\_\_\_  
Tele. Room \_\_\_\_\_  
Mr. Nease \_\_\_\_\_  
Miss Beahm \_\_\_\_\_  
Miss Gandy \_\_\_\_\_

*For the information of the Director, the following is the distribution of the supervisory Special Agent personnel in the Administrative Division (Chief Clerk's Office) at the present time:*

Special Agent R. H. Laughlin  
Chief Clerk

Mr. Laughlin has been in a leave without pay status for a number of months, being assigned to a special committee on the Hill, the duties of which are known to the Director.

**Under my immediate jurisdiction are the following Special Agents:**

Special Agent Thomas J. Scott

Mr. Scott has taken the Chief Clerk's place, handles the signing of all vouchers, with the exception of confidential vouchers, handles the Confidential Fund, has jurisdiction over the payrolls, et cetera, and handles the administrative reports.

The Director will recall that there is a possibility of this Agent also being placed on leave without pay on confidential assignment in the very near future.

Special Agent A. P. Gunsser

Mr. Gunsser handles all vouchers, leases, contracts, retirement, and most of the lectures on vouchers and related material before Special Agent classes.

Special Agent Harris H. Huston

Mr. Huston supervises the purchases of supplies and equipment, supervises chauffeurs tests and automobiles at the Seat of Government, and inventories and related matters.

Special Agent C. O. Halter

Mr. Halter's time is practically all taken up in appearing before priority



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FEDERAL BUREAU OF INVESTIGATION

**Memorandum for the Director**

- 2 -

boards, appeals boards, OPA and WPB, and the building of the range and motion picture booth in the Armory. Halter finds it necessary to be out of the office the greater part of the day.

**Special Agent R. E. Lee**

Lee is being trained in budget matters. He handles the preparation of budget estimates, is making studies in the various accounting divisions of the Chief Clerk's Office in an effort to streamline those divisions. His time is fully occupied with these duties and other accounting and special duties which are assigned to him by me from time to time.

**Special Agent N. P. Callahan**

Callahan handles the combined monthly reports of work pending, follows the percentages of employees in the field, handles transportation requests made at the Seat of Government, handles all air priorities, and in addition thereto assists in handling Selective Service matters and budget matters when necessary.

**Special Agent William N. Whelan**

Whelan handles Selective Service matters. It is necessary that he be out of the office a great deal of the time, that he personally know the chairmen of the boards, the Board of Appeals and Selective Service headquarters officials, that he keep on top of all matters that are urgent in so far as the Selective Service laws, rules, and regulations are concerned.

**Special Agent Leo J. Gauthier**

Gauthier has charge of the Cartographic Section, handling maps, charts, and related work.

**Special Agent R. C. Renneberger**

Mr. Renneberger has charge of the downstairs supply room, the Armory Supply Room, photographing, photostating, and all printing.

**PERSONNEL OFFICE**

Inspector M. W. Acers is the Personnel Officer in charge of the Personnel Office. The following Special Agents are presently assigned to the Personnel Office:

**Special Agent John P. Mohr**

Mohr is the Assistant Personnel Officer, who handles interviews and concentrates on resignations. He handles the bulk of the miscellaneous correspondence in the Personnel Office.

**Special Agent W. R. McDowell**

McDowell is handling all applicant matters, that is the conducting of Epp programs, the securing of new Special Agents, the supervising of

**Memorandum for the Director**

**- 3 -**

investigations, and related matters. Until a short time ago, there were two Agents handling these particular duties. The duties on this desk, in view of the many restrictions now placed on the securing of personnel, are almost impossible for one man to handle. For instance, McDowell must keep contact with the War Manpower Commission, with the U. S. Employment Service, with the Civil Service Commission, both the national headquarters and the district offices. He must keep abreast of all the new rules and regulations on the restriction of personnel movements, it being absolutely essential that we follow closely all of the changes and regulations so as not to embarrass the Bureau by failing to observe some regulation.

For instance, recently it has been necessary for McDowell to telephonically explain to SACs in many sections of the country what the new regulations are on the securing of personnel, and to tell these SACs what to do, how to do it, and when to do it, and to establish a new Epp program so that we could get a sufficient number of people to handle our work here at the Seat of Government.

It is felt that it is most necessary at this particular time to have an additional Special Agent assigned to assist McDowell if we are to be able to keep on top of this work. There will be a distribution of duties then whereby the new supervisor will supervise the briefing of new applicant papers, the physical examinations and investigations, to make sure that we will get the right type of people.

It will be McDowell's specialized job to keep in touch with all officials in the city who have anything to do with the formulating of employment programs and projects and the securing of personnel, and to keep the field up to date on all the restrictions that are presently being inaugurated. In addition, it will be necessary for him to personally follow the entire field, particularly on the securing of additional Special Agent personnel, which is at the lowest ebb at this time that I have known it to be in a period of ten years.

**Special Agent James W. Mackle**

Mr. Mackle at the present time is handling all briefs on Special Agent reallocations, the reviewing of efficiency reports, bringing to the attention of Mr. Acers any of these reports which do not appear to be satisfactory and then carrying out the instructions received and notifying the various SACs of the action to be taken in connection with those particular employees.

It is also his responsibility to review all of the files on uniform promotions. For instance, in the last twenty days it has been necessary for him to review no less than 700 files to determine whether employees who were eligible for uniform promotions performed their



**Memorandum for the Director**

- 4 -

work in such a manner that we could recommend such promotions for them. It was necessary for other Agent personnel assigned to the Personnel Office to let certain of their work rest to assist on this particular project.

It is further pointed out to the Director that under the revision of Special Agent reallocations we are going to have 300 or 400 cases come up immediately. These files have to be reviewed, briefed, and the recommendations made. It will be a physical impossibility for Mr. Mackle to perform all of this work.

He also supervises the Movement Section. This means, with an entirely new or nearly new group of employees in the Movement Section, that he must spend considerable time with them. At the present time it is necessary that he spend no less than three hours a day properly instructing, training, and supervising just this one particular activity. He must set up the in-service schools, he must supervise the clerical work in so far as all transfers are concerned.

It is absolutely necessary that an additional supervisory Special Agent be assigned to this work. Mr. Acers and I feel that the following should be the split-up of this work: Mr. Mackle to handle the supervision of the Movement Section, all briefs on Agents who are under consideration for reallocation, the setting up of in-service schools, and the review of inspection reports, the other Agent to be assigned the other duties aforementioned. These are both full-time jobs and there would not be any waste time for either of these men.

**Special Agent J. E. Edwards**

At the present time Mr. Edwards' duty is to properly prepare briefs for consideration by Mr. Acers and subsequent consideration by the Director, Mr. Tolson, and me, on disciplinary and administrative matters. We are receiving a sufficient number of these particular matters at the present time to keep one man busy more than full time. As a matter of fact, Edwards is at the office practically every day until 10 and 11 o'clock at night, and I feel, even though he has not complained, that he should be given some assistance so that his health does not break.

**Special Agent H. Lynn Edwards**

Mr. Edwards' main assignment is the handling of the reallocation of clerical employees, both at the Seat of Government and in the field. I would say that in the regular routine work handled by him he would have from 40 to 60 cases a day which he must review. Some of these are straight reallocations at the Seat of Government, where it is only necessary to review the file and check with the Assistant Director to make sure that the reallocation should go through. Others are

**Memorandum for the Director**

- 5 -

from the field offices and must be compared with like positions in other field offices and like positions in the same office. A review of these matters must be made with Mr. Acers to determine what the final action should be. He also assists Special Agent J. E. Edwards in handling disciplinary and administrative matters.

It is felt that there should be one additional Agent to take the overflow work from Special Agents J. E. Edwards and H. L. Edwards. If we have an additional Special Agent supervisor for this work, it is going to mean that we are going to be able to get the material out faster and more in keeping with the desires of the Director. Frankly, at the present time, with the limited staff that we have, we do become delinquent, not because of any disinterest or personal delinquency of the supervisors involved, but just because there is too much volume for them to properly handle within a short period of time.

Special Agent J. M. O'Connor Special Agent O'Connor handles all applicant interviews at the Seat of Government, unless some interview is specifically assigned to another Agent. He handles routine exit interviews where there is not some particularly delicate problem involved which makes it necessary for such interview to be handled by Mr. Acers or Mr. Mohr. The number of interviews usually handled by O'Connor is about 30 a day, which in itself is a good day's work.

In addition, O'Connor keeps all the contacts up on the housing situation in Washington. It has been through O'Connor that we have been able to get preferred attention at the Government dormitories. He follows the elevator service, the cafeteria service, and in addition he is Assistant Activity Promoter for the FBIRA. He averages a full day and more every day.

Mr. Acers and I at this time are making no recommendation for any additional assistance for Mr. O'Connor, since we feel that we may be able to have certain of the interviews conducted by other personnel in the Personnel Office if we get the additional needed Special Agent supervisors that we are now requesting. We will then be able to split these interviews on an equitable basis, which will give all these Agents training in this type of work and will permit Mr. Acers to better evaluate their possibilities from an administrative standpoint.

Special Agent Carl H. King Special Agent King handles all leave problems, handles all automobile accidents, briefs these accidents, has the necessary legal citations on both leave and accidents included in memoranda for final consideration. He handles all employees' compensation matters. In addition thereto, at the present time he is supervising the preparation of the merit key letters.

**Memorandum for the Director**

**- 6 -**

**There are several hundred letters of this nature going out and they must be personalized letters.**

**Mr. Acers and I have utilized King as a relief supervisor; that is, when one of the supervisors of the Chief Clerk's Office has field training, is in-service school, or is on vacation, one of the other supervisors who has his full duties to perform is thrown in to fill the vacancy until the return of the supervisor who is on other assignment. It is necessary for both Mr. Acers in the Personnel Office and me in the Chief Clerk's Office proper to continually shuffle various assignments which would be performed by Agent supervisors but who are not on active duty due to being in the field, in in-service school, or on vacation, distributing these duties to the other Agents to handle in the interim.**

**We are not recommending any additional supervisory assistance for Mr. King and the overflow will be taken up by a revision of assignments if the additional supervisory personnel herein requested is approved.**

**Special Agent G. B. Schilder**

**Schilder handles all Congressional correspondence concerning applicants, all applicant correspondence, handles all employees' physical examinations and reports, and is assigned to the main Chief Clerk's Office, where he is utilized a great portion of the time for interviewing people who are referred to the Chief Clerk's Office from other offices in the Bureau, or from offices on the Hill. He also is the supervisor in charge of the Hygiene Bureau, referring special cases to Mr. Acers such as employees who have been reported by the Hygiene Bureau as employees on whom certain review and action should be taken; for instance, employees who report on sick leave who are not sick, employees who have contagious diseases, employees who perhaps are not sensibly eating and living.**

**It will be noted that no request is being made for additional supervisory personnel other than in the Personnel Office. The work in this particular section has increased tremendously. The supervisory personnel in that section has decreased without any replacements being assigned. I personally have been endeavoring to keep the assignments just as low as possible. Mr. Acers has assisted in this but it has come to the point now where we both feel that we must have the additional supervisory personnel, in order to expeditiously handle the work being referred to that section.**

**In the next several months we are most hopeful of having a great increase in applicants. We have given all the instructions to**



**Memorandum for the Director**

**- 7 -**

the field. It is going to be necessary that we stay right on top. If we get 200 or 300 favorably recommended applicants in a week, it is going to be a physical impossibility to have one man review all the files, checking into backgrounds, and determine whether an applicant can or cannot be appointed without a full character and fitness investigation. It will be necessary that we keep right on top of the investigations to see that they get attention. It will be necessary that we put more heat on getting Special Agent applicants.

The revision, as aforementioned, of the reallocation program, means we are going to have hundreds of files come up now which otherwise would not come up. These files are going to have to be promptly reviewed for handling. If we don't get them handled at approximately the same time, there is a possibility of justifiable complaint in the field. The many matters of this kind that are constantly arising have made it necessary that the request for three additional supervisors be made.

The Director can rest assured that the moment any reduction in the supervisory staff can be made, we will recommend such a reduction.

Respectfully,

  
W. R. Glavin

COPY

September 16, 1943

MR. GLAVIN

RE: FIREARMS TRAINING

There are set out below the names of the Supervisors assigned to your Division who are not as yet fully qualified in all firearms for the fiscal year ending June 30, 1943.

W. M. Whelan - 2 Practical Pistol Course  
1 Shotgun

N. P. Callahan - 1 Practical Pistol Course

These delinquencies must be made up at the regular September Firearms Training period to be held at Quantico, September 21, 22, 23, 28, 29, and 30, 1943. All the delinquencies can be made up during the one day each Supervisor is at Quantico.

Very truly yours,

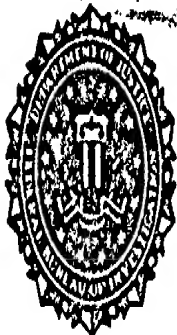
John Edgar Hoover  
Director

Mr. Tolson \_\_\_\_\_  
Mr. E.A. Tamm \_\_\_\_\_  
Mr. Clegg \_\_\_\_\_  
Mr. Coffey \_\_\_\_\_  
Mr. Glavin \_\_\_\_\_  
Mr. Ladd \_\_\_\_\_  
Mr. Nichols \_\_\_\_\_  
Mr. Rosen \_\_\_\_\_  
Mr. Tracy \_\_\_\_\_  
Mr. Carson \_\_\_\_\_  
Mr. Harbo \_\_\_\_\_  
Mr. Hendon \_\_\_\_\_  
Mr. McGuire \_\_\_\_\_  
Mr. Mumford \_\_\_\_\_  
Mr. Piper \_\_\_\_\_  
Mr. Quinn Tamm \_\_\_\_\_  
Mr. Nease \_\_\_\_\_  
Miss Gandy \_\_\_\_\_

SEP 23 1943



JOHN EDGAR HOOVER  
DIRECTOR



NPC:AB

Federal Bureau of Investigation  
United States Department of Justice

Washington, D. C.

October 27, 1943

MEMORANDUM FOR MR. GLAVIN

Re: Draft Status

The writer this morning received notification  
of classification indicating he was to be placed in  
Classification 2-B until April 25, 1944

Respectfully,

N. P. Callahan

Mr. Tolson \_\_\_\_\_  
Mr. E.A. Tamm \_\_\_\_\_  
Mr. Clegg \_\_\_\_\_  
Mr. Glavin \_\_\_\_\_  
Mr. Ladd \_\_\_\_\_  
Mr. Nichols \_\_\_\_\_  
Mr. Rosen \_\_\_\_\_  
Mr. Tracy \_\_\_\_\_  
Mr. Carson \_\_\_\_\_  
Mr. Coffey \_\_\_\_\_  
Mr. Hendon \_\_\_\_\_  
Mr. Kramer \_\_\_\_\_  
Mr. McGuire \_\_\_\_\_  
Mr. Harbo \_\_\_\_\_  
Mr. Quinn Tamm \_\_\_\_\_  
Tele. Room \_\_\_\_\_  
Mr. Nease \_\_\_\_\_

Miss Beahm \_\_\_\_\_

Miss Gandy \_\_\_\_\_

44-3961-132

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W. P. Callahan

77

W. P. Callahan

Noted  
W. P. Callahan

## Notice of right to appeal

Appeal from classification by local board must be made within 10 days after the mailing of this notice. You may file a written notice of appeal with the local board, or you may go to the office of the local board and sign appeal form on back of Selective Service Questionnaire (Form 40).

Within the same 10-day period you may file a written request for personal appearance before the local board. If this is done, the time in which you may appeal is extended to 10 days from the date of mailing of a new Notice of Classification (Form 57) after such personal appearance.

If you are the first person to

take an appeal and such appeal is based on occupational grounds, you may, in accordance with Selective Service regulations, request transfer of the case to the board of appeal having jurisdiction over the area where you work.

If an appeal has been taken and you are classified by the board of appeal in either Class I-A, I-A-O, or IV-I and one or more members of the board of appeal dissented from such classification, you may file appeal to the President with your local board within 10 days after the mailing of notice of such classification.

For advice, see your Government appeal agent.

The law requires you: (1) To keep in touch with your local board; (2) to notify it of any change of address; (3) to notify it of any fact which might change your classification; (4) to comply with the instructions on the notice of classification part of this form.

## NOTICE OF CLASSIFICATION App. not Req.

Nicholas Peter Callahan  
(First name) (Middle name) (Last name)

Order No. 433 has been classified in Class 2B

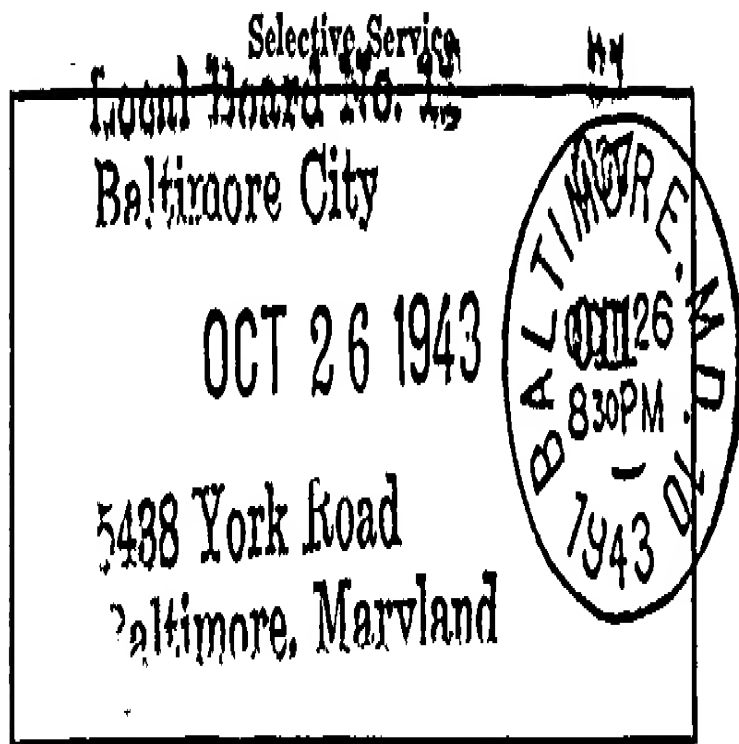
(Until 4/25/44, 1944)  
(Insert date for Class II-A and II-B only)

by ☒ Local Board.  
☐ Board of Appeal (by vote of \_\_\_\_\_ to \_\_\_\_\_).  
☐ President.

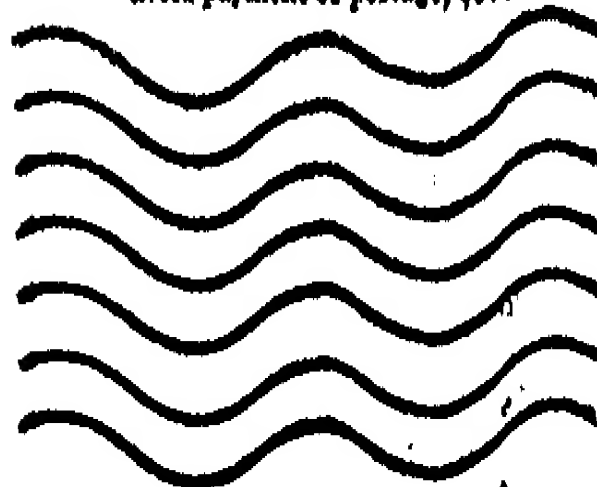
10/26/43, 1943 M.D.L.  
(Date of mailing) (Member of local board)

The law requires you, subject to heavy penalty for violation, to have this notice, in addition to your Registration Certificate (Form 2), in your personal possession at all times—to exhibit it upon request to authorized officials—to surrender it, upon entering the armed forces, to your commanding officer.  
DSS Form 57. (Rev. 3-29-43)

Cut along this line to detach card



Penalty for private use to  
avoid payment of postage, \$300



(LOCAL BOARD DATE STAMP WITH CODE)

OFFICIAL BUSINESS

Att.  
Clyde A. Tolson

Federal Bureau of Investigation  
U.S. Dept of Justice  
Washington

D.C.

**Federal Bureau of Investigation  
United States Department of Justice**

Director  
Federal Bureau of Investigation  
United States Department of Justice  
Washington, D. C.

Dear Sir:

For inclusion in the fund to be paid to the widow or designated beneficiary of any Special Agent of the Federal Bureau of Investigation, United States Department of Justice, who has contributed to this fund subsequent to August 31, 1943, and who dies from any cause except self-destruction while employed as a Special Agent, I am forwarding herewith (by CHECK - MONEY ORDER) the sum of ten dollars (\$10.00), made payable to the Chief Clerk of said Bureau, to be included in said fund. Payment will be made for death by self-destruction after the Agent has been a member of the fund for two years. It is understood and agreed that the sum tendered herewith is a voluntary, gratuitous contribution to said fund, which I understand is to be administered in the following manner:

The Director of the Bureau will appoint a committee which shall consider all matters pertaining to the acquisition, safe keeping and expending of said fund, which committee will recommend appropriate action to the Director of the Bureau in pertinent matters. The Chief Clerk of said Bureau shall receive all contributions and account for same to the Director.

Upon the death of any Special Agent, the appointed committee will consider the case and submit a recommendation to the Director as to its conclusions. Appropriate instructions will then be issued to the Chief Clerk, directing him to pay to the designated beneficiary the sum of \$10,000.

The following person is hereby designated as my beneficiary:

Name same Address \_\_\_\_\_

Relationship wife Dated August 31, 1943

Very truly yours,

*J. P. Callahan*  
Special Agent

*ack 9-22-43  
BR*

SEP 24 1943  
NOT RECORDED  
J. P. Callahan

WMW:IDC

September 15, 1943

Local Board Number 11  
Selective Service System  
1207-08 Court Square Building  
Baltimore, Maryland

RE: NICHOLAS P. CALLAHAN  
Order Number 435

Gentlemen:

The Review Committee of the War Manpower Commission, established under the provisions of Executive Order 9399, has determined the position of Special Agent held by Mr. Callahan to be a key position within the meaning of said Executive Order.

The Agency Committee of this Bureau, which has been established in accordance with the provisions of Executive Order 9399, recommends that the attached D.S.S. Form 42-A (Revised), which has been executed by me under date of September 9, 1943, and countersigned by the Chairman of the Agency Committee, be forwarded to you requesting occupational deferment on behalf of Mr. Callahan.

I would appreciate having this affidavit made a part of the file of the above-named registrant, and request your consideration of the same when you determine his classification. Should you want any additional information, do not hesitate to call upon me. I shall keep you promptly advised of any change in the occupational status of this registrant.

Mr. Tolson \_\_\_\_\_  
Mr. E. A. Tamm \_\_\_\_\_  
Mr. Clegg \_\_\_\_\_  
Mr. Coffey \_\_\_\_\_  
Mr. Glavin \_\_\_\_\_  
Mr. Ladd \_\_\_\_\_  
Mr. Nichols \_\_\_\_\_  
Mr. Rosen \_\_\_\_\_  
Mr. Tracy \_\_\_\_\_  
Mr. Acers \_\_\_\_\_  
Mr. Carson \_\_\_\_\_  
Mr. Harbo \_\_\_\_\_  
Mr. Hendon \_\_\_\_\_  
Mr. Mumford \_\_\_\_\_  
Mr. Starke \_\_\_\_\_  
Mr. Quinn Tamm \_\_\_\_\_  
Mr. Nease \_\_\_\_\_  
Miss Gandy \_\_\_\_\_

Sincerely yours,

John Edgar Hoover  
Director

67-43961-131

SEP 18 1943

FEDERAL BUREAU OF INVESTIGATION

Enclosure  
Review Committee, War Manpower Commission

CC: SAC Baltimore  
CC: Mr. Glavin

COMMUNICATIONS SECTION  
MAILED  
★ SEP 16 1943 ★  
P. M.  
FEDERAL BUREAU OF INVESTIGATION  
U. S. DEPARTMENT OF JUSTICE

NICHOLAS F. CALLAHAN

433

29

11

Baltimore Maryland

Special Agent

See attachment. Mr. Callahan is an investigatory agent charged with the duty of investigating violations of the laws of the United States, collecting evidence in cases in which the United States is or may be a party in interest, and performing other duties imposed upon him by law.

March 4, 1935

June 28, 1939

4600 annually

See attachment

B.S. degree Benjamin Franklin University.

See attachment

Washington, D. C.

Federal Bureau of Investigation,  
United States Department of Justice

Washington, D. C.

See attachment

See attachment

See attachment

See attachment

See attachment

Washington, D. C.

J. Edgar Hoover

the Director

NOT A COPY OF DOCUMENT REQUEST

9th

September

43

Chairman

Notary Public

## SPECIAL AGENTS

This position has been designated as a key position by the Review Committee of the War Manpower Commission.

The Federal Bureau of Investigation has been designated as the sole civilian government investigative agency having jurisdiction over the investigation of matters pertaining to national defense such as espionage, sabotage, registration of agents of foreign principals, sedition, treason, and the like, and further, the Federal Bureau of Investigation has sole investigative jurisdiction in a great number of other Federal statutes which embrace bank robbery, kidnaping, extortion, white slave traffic, National Motor Vehicle Theft Act, and numerous others. The investigative work in connection with the above violations is performed by the Special Agent personnel of this Bureau, who are recruited from applicants between the ages of twenty-three and forty. They must be graduates of a law school or an accounting school with the necessary accounting experience, or graduates of a university with extensive investigative experience, or with linguistic qualifications, or have basic educational training and possess satisfactory prior law enforcement experience which will enable them to satisfactorily perform the duties imposed upon them. For certain of the scientific investigative work, Special Agents are secured who primarily are qualified in the sciences, such as ballistics, chemical analysis, spectography, cryptography, mineralogy, metallography, toxicology, and other like sciences. Applicants for appointment to the position of Special Agent must meet the physical standards and requirements for this position, which are exceedingly high. They must have vision of no less than 20/40 in one eye, 20/50 uncorrected, both eyes to be corrected to 20/20. They must have no color deficiency whatever.

Special Agents of the Federal Bureau of Investigation undergo a rigorous training program. All newly appointed Special Agents in the Federal Bureau of Investigation attend training classes for a period of sixteen weeks; the hours of training are from 9:00 a.m. to 9:00 p.m. daily, which course of study is equivalent to two full years of college study. During this period of training, they are thoroughly instructed in the basic rules and regulations and jurisdictions of the Federal Bureau of Investigation. They must satisfactorily pass numerous written examinations during their period of training. If a trainee fails to pass any of these examinations, he is dropped from the school.

The duties of a Special Agent of the Federal Bureau of Investigation are most arduous. They must be available at a moment's notice to go to any part of the United States or to any assignment outside the United States. The hours of duty for these employees are such that they must be in excellent physical health. The average work week for a Special Agent of the Federal Bureau of Investigation is no less than seventy hours. The work of a Special Agent, regardless of his particular qualification, is such that he cannot lead a sedentary or well regulated life. Due to the small number of Special Agents of the Federal Bureau of Investigation presently handling the work under the jurisdiction of the Federal Bureau of Investigation within and without the continental United States, it is necessary that the entire staff be highly mobile.

Special Agents are required to be able to conduct investigations in more than 100 types of cases, including espionage, sabotage, subversive activities, frauds against the government, kidnaping, extortion, bank robbery, White Slave



Traffic Act, etc. They are trained in and required to maintain constant skill in the use of highly technical equipment, technical processes, such as those necessary for the development of latent fingerprints, concealed or obliterated numbers upon firearms, to understand the use of code messages, to conduct physical surveillances of subjects of espionage and similar cases, sometimes for periods of many months, and when necessary, to assume a necessary character to enable them to fit in an undercover capacity into the activities and operations of groups such as foreign agents, who are engaged in thwarting the war effort:

The arduousness and importance of the work of Special Agents of the Federal Bureau of Investigation was readily recognized by the military and naval leaders. The Chief of the Bureau of Navigation, for the Secretary of the Navy, requested Special Agent employees of the Federal Bureau of Investigation to submit their resignations from reserve commissions held by them in the naval services because it had been determined that those Special Agents could better serve their country in their present assignments than if they were to be called into active naval service. The Secretary of War, in 1942, addressed personal communications to 168 Special Agents of the Federal Bureau of Investigation who at that time held reserve commissions in the Army. The Secretary of War at that time advised the Special Agents that their employment in the FBI is of such vital importance to the national defense as to necessitate their remaining at their posts of duty despite the fact that they held reserve commissions in the United States Army, and the request was made that these Agents, through the proper channels, submit their resignations from their commissions.

General Lewis B. Hershey of the Selective Service System pointed out in his Directive to all Local Boards of December 29, 1941, that Special Agent positions of the FBI were most important and essential to the national health, safety, and interests, and that the national defense functions of the FBI should not be impaired by the removal of trained personnel from critical positions in the Bureau.

The position of Special Agent has always been considered the most critical of all positions in the FBI, since, with the tremendous bulk of work placed upon us due to the war emergency, it is essential that a trained qualified staff be available for the handling of this work. If the Federal Bureau of Investigation cannot continue to retain its personnel in this critical position, aid and comfort would most certainly be given to the enemy and others whose interests are inimical to the best interests of the country today. Up to the present time the full complement of Special Agent personnel has not been secured and every effort is being made to secure the necessary additional Special Agent personnel.

I, J. Edgar Hoover, do solemnly swear (or affirm) that I am the Director of the Federal Bureau of Investigation and that the foregoing statements are true to the best of my knowledge and belief.

---

Subscribed and sworn to before me this 9th day of September 1943

---

Notary Public

# SELECTIVE SERVICE SYSTEM

Local Board No. 11  
Baltimore City.

31  
007

SEP 13 1943

011

5438 York Road  
Baltimore, Maryland  
(STAMP OF LOCAL BOARD)

September 13, 1943

Federal Bureau of Investigation  
Department of Justice  
Washington, D. C.

Re: Order No. 433  
Nicholas Peter Callahan

Attention: J. Edgar Hoover

Dear Sir:

The above named registrant is about to be re-classified. If you wish him considered for occupational deferment, please file Form 42-A at once.

Very truly yours,

Local Board #11

Chief Clerk

*W. J. Leppard*

*9-14-43*

*D.S.S. form 42 A  
Sent 9-12-43  
Whelan*

**RECORDED**  
**SEP 10 1943**

67-43961-130	
SEARCHED	INDEXED
SERIALIZED	FILED
1 SEP 15 1943	
AIB	



**RECEIVED**

*3/20/43*

JOHN EDGAR HOOVER  
DIRECTOR



**Federal Bureau of Investigation**  
**United States Department of Justice**  
**Washington, D. C.**

August 31, 1943.

MEMORANDUM FOR Mr. Glavin.

REE CALLAHAN, N. P.,  
Chief Clerk's Office.

C-287

Mr. Tolson	_____
Mr. E. A. Tamm	_____
Mr. Clegg	_____
Mr. Coffey	_____
Mr. Glavin	_____
Mr. Ladd	_____
Mr. Nichols	_____
Mr. Rosen	_____
Mr. Tracy	_____
Mr. Acers	_____
Mr. Carson	_____
Mr. Harbo	_____
Mr. Hendon	_____
Mr. Mumford	_____
Mr. Starke	_____
Mr. Quinn Tamm	_____
Tele. Room	_____
Mr. Nease	_____
Miss Beahm	_____
Miss Gandy	_____

The above Special Agent came to Health Service about 8 p.m. on the 30th inst. with swollen and painful ankle which he said he had injured while playing soft-ball. He was given first aid and advised to consult a Physician this morning..

Mr. Callahan's home was called this morning and Doctor had examined ankle but stated it was too swollen and sore to make diagnosis; that in 24 hours he would determine extent of injury.

Respectfully submitted,

*Jessie R. Skilling*, R.N.

Jessie R. Skilling.

5 SEP 2 1943

9/1/43

Mr. Callahan today advised that his ankle is broken and has been placed in a cast by his physician, who has advised him to be quiet for a week or so.

C. B. Skilling  
16 2 13 53



July 23, 1943

PERSONAL AND CONFIDENTIAL

Mr. Nicholas P. Callahan  
Federal Bureau of Investigation  
Washington, D. C.

Callahan:  
Dear Mr.

The Bureau is in receipt of the report of the physical examination afforded you at the United States Physical Hospital, Bethesda, Maryland, on July 2, 1943.

This report reflects the following physical defects:

None

The Board of Examining Physicians makes the following recommendations:

Vaccination for smallpox.  
Inoculation for tetanus.  
Inoculation for typhoid.  
Dental attention.

It reports that you are capable of performing strenuous physical exertion, and have no physical defects that would interfere with your participation in raids or other work involving the practical use of firearms.

For your information, it was determined during this examination that your blood is International Type

Sincerely yours,

J. E. Hoover

John Edgar Hoover  
Director

Mr. Tolson \_\_\_\_\_  
Mr. E. A. Tamm \_\_\_\_\_  
Mr. Clegg \_\_\_\_\_  
Mr. Glavin \_\_\_\_\_  
Mr. Ladd \_\_\_\_\_  
Mr. Nichols \_\_\_\_\_  
Mr. Rosen \_\_\_\_\_  
Mr. Tracy \_\_\_\_\_  
Mr. Carson \_\_\_\_\_  
Mr. Coffey \_\_\_\_\_  
Mr. Hendon \_\_\_\_\_  
Mr. Kramer \_\_\_\_\_  
Mr. McGuire \_\_\_\_\_  
Mr. Quinn Tamm \_\_\_\_\_  
Mr. Nease \_\_\_\_\_  
Miss Gandy \_\_\_\_\_

cc: Mr. Clegg  
cc: Mr. Glavin

JUL 23 1943

JUL 23 1943

JUL 23 1943

JUL 23 1943

JUL 23 1943

RECORD OF PHYSICAL EXAMINATION OF OFFICERS AND SPECIAL AGENTS  
FEDERAL BUREAU OF INVESTIGATION, U. S. DEPARTMENT OF JUSTICE

NAME Nicholas P. Callahan AGE 29 YEARS, 6 MONTHS  
NATIVITY (state of birth) D. C. MARRIED, SINGLE, WIDOWED: Married NUMBER OF CHILDREN 2  
FAMILY HISTORY None

HISTORY OF ILLNESS OR INJURY Hernia-rt. side, 1932  
Appendectomy, 1936  
No sick leave last yr. No reg. ex.

HEAD AND FACE N

EYES: PUPILS (size, shape, reaction to light and distance, etc.)

DISTANT VISION RT. 20/20, corrected to 20/

LT. 20/20, corrected to 20/

COLOR PERCEPTION Normal

(state edition of Stilling's plates or Lamps used)

DISEASE OR ANATOMICAL DEFECTS N

EARS: HEARING RT. WHISPERED VOICE 15/15' CONVERSATIONAL SPEECH 15'

LT. WHISPERED VOICE 15/15' CONVERSATIONAL SPEECH 15'

DISEASE OR DEFECTS N

NOSE N

(Disease or anatomical defect, obstruction, etc. State degree)

SINUSES N

TONGUE, PALATE, PHARYNX, LARYNX, TONSILS N

TEETH AND GUMS (disease or anatomical defect):

MISSING TEETH 4

NONVITAL TEETH none apparent

PERIAPICAL DISEASE none apparent

MARKED MALOCCLUSION none

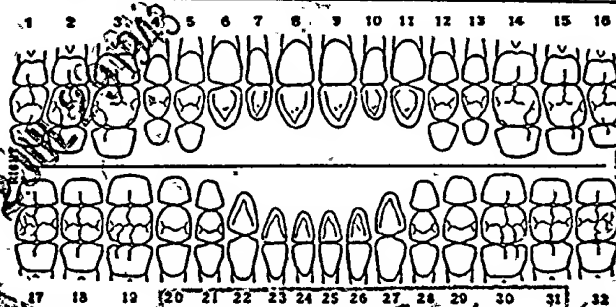
PYORRHEA ALVEOLARIS none

TEETH REPLACED BY BRIDGES none

DENTURES no

REMARKS prophylaxis needed

Prophylaxis needed



67-43961-129

(Signature of Dental Officer)

GENERAL BUILD AND APPEARANCE healthy

TEMPERATURE 97.6

CHEST AT EXPIRATION 35 1/2

HEIGHT 67 1/2

CHEST AT INSPIRATION 37 1/2

WEIGHT 153

CIRCUMFERENCE OF ABDOMEN AT UMBILICUS 33

RECENT GAIN OR LOSS, AMOUNT AND CAUSE 22# gain in 4 yrs.

SKIN, HAIR, AND GLANDS N

NECK (abnormalities, thyroid gland, trachea, larynx) N

SPINE AND EXTREMITIES (bones, joints, muscles, feet) N

Sent to N.P. Callahan  
7-23-45

THORAX (size, shape, movement, rib cage, mediastinum) N  
RESPIRATORY SYSTEM, BRONCHI, LUNGS, PLEURA, ETC. N

CARDIO-VASCULAR SYSTEM N  
HEART (note all signs of cardiac involvement) N

PULSE: BEFORE EXERCISE 72 BLOOD PRESSURE: SYSTOLIC 95  
AFTER EXERCISE 116 DIASTOLIC 60  
THREE MINUTES AFTER 84  
CONDITION OF ARTERIES N CHARACTER OF PULSE N  
CONDITION OF VEINS N HEMORRHOIDS N

ABDOMEN AND PELVIS (condition of wall, scars, herniae, abnormality of viscera) N

GENITO-URINARY SYSTEM N  
URINALYSIS: SP. GR. 1.020 ALB. neg SUGAR neg MICROSCOPICAL neg  
VENEREAL DISEASE N

NERVOUS SYSTEM N  
(organic or functional disorders)  
ROMBERG N INCOORDINATION (gait, speech) N  
REFLEXES, SUPERFICIAL N DEEP (knee, ankle, elbow) N TREMORS N  
SEROLOGICAL TESTS neg BLOOD TYPE "O"  
ABNORMAL PSYCHE (neurasthenia, psychasthenia, depression, instability, worries) N

SMALLPOX VACCINATION: DATE OF LAST VACCINATION none in 5 yrs.  
TYPHOID PROPHYLAXIS: NUMBER OF COURSES " " "  
DATE OF LAST COURSE Tet Tox. o

REMARKS ON ABNORMALITIES NOT OTHERWISE NOTED OR SUFFICIENTLY DESCRIBED ABOVE

SUMMARY OF DEFECTS None

CAPABLE OF PERFORMING DUTIES INVOLVING strenuous PHYSICAL EXERTION  
IS THIS INDIVIDUAL PHYSICALLY FIT TO PARTICIPATE IN RAIDS AND APPREHENSION OF CRIMINALS  
WHICH MIGHT ENTAIL THE PRACTICAL USE OF FIREARMS yes (yes or no)  
(when no is given state cause)

FINDINGS, RECOMMENDATIONS AND REMARKS (as per boards, when necessary)  
Typhoid and smallpox prophylaxis  
Tetanus toxoid

Benj V. White  
Lt. (MC) USNR

DATE OF EXAMINATION

7-2-43

# REPORT OF EFFICIENCY RATING

Classification Symbols		
12		
(Service)	(Grade)	(Class)

As of 3/31/43 based on performance during period from 4/1/42 to 3/31/43

H. P. Callahan Special Agent (A) FBI  
(Name of employee) (Title of position) (Bureau)

Three Chief Clerk's Office  
(Division) (Section) (Subsection or unit) (Field office)

ON LINES BELOW MARK EMPLOYEE  ✓ if adequate — if weak + if outstanding	1. Underline the elements which are especially important in the position.	CHECK ONE:  Administrative, supervisory, or planning <input type="checkbox"/> All others <input type="checkbox"/>
	2. Rate only on elements pertinent to the position. a. Do not rate on elements in <i>italics</i> except for employees in administrative, supervisory, or planning positions. b. Rate administrative, supervisory, and planning employees on all elements pertinent to the position whether in <i>italics</i> or not.	
	3. Before rating, become thoroughly familiar with instructions in the rating manual.	

- |   |   |
|---|---|
| ----- (1) Maintenance of equipment, tools, instruments.   | ----- (21) Effectiveness in planning broad programs.  |
| ----- (2) Mechanical skill.   | ----- (22) Effectiveness in adapting the work program to broader or related programs.                   |
| ----- (3) Skill in the application of techniques and procedures.  | ----- (23) Effectiveness in devising procedures.  |
| ----- (4) Presentability of work (appropriateness of arrangement and appearance of work).               | ----- (24) Effectiveness in laying out work and establishing standards of performance for subordinates. |
| ----- (5) Attention to broad phases of assignments.   | ----- (25) Effectiveness in directing, reviewing, and checking the work of subordinates.                |
| ----- (6) Attention to pertinent detail.  | ----- (26) Effectiveness in instructing, training, and developing subordinates in the work.             |
| ----- (7) Accuracy of operations.   | ----- (27) Effectiveness in promoting high working morale.  |
| ----- (8) Accuracy of final results.  | ----- (28) Effectiveness in determining space, personnel, and equipment needs.                          |
| ----- (9) Accuracy of judgments or decisions.   | ----- (29) Effectiveness in setting and obtaining adherence to time limits and deadlines.               |
| ----- (10) Effectiveness in presenting ideas or facts.  | ----- (30) Ability to make decisions.   |
| ----- (11) Industry.  | ----- (31) Effectiveness in delegating clearly defined authority to act.                                |
| ----- (12) Rate of progress on or completion of assignments.  |   |
| ----- (13) Amount of acceptable work produced. (Is mark based on production records? -----) (Yes or no) |   |
| ----- (14) Ability to organize his work.  |   |
| ----- (15) Effectiveness in meeting and dealing with others.  |   |
| ----- (16) Cooperativeness.   |   |
| ----- (17) Initiative.  |   |
| ----- (18) Resourcefulness.   |   |
| ----- (19) Dependability.   |   |
| ----- (20) Physical fitness for the work.   |   |

## STATE ANY OTHER ELEMENTS CONSIDERED

- (A) -----  
----- (B) -----  
----- (C) -----

STANDARD	Adjective rating	Numerical rating
All underlined elements marked plus, and no element marked minus	Excellent	1
A majority of underlined elements marked plus, and no element marked minus	Very good	2 or 3
All underlined elements marked at least with a check, and minus marks fully compensated by plus marks, or a majority of underlined elements marked at least with a check, and minus marks on underlined elements over-compensated by plus marks on underlined elements	Good	4, 5, or 6
A majority of underlined elements marked at least with a check, and minus marks not fully compensated by plus marks	Fair	7 or 8
A majority of underlined elements marked minus	Unsatisfactory	9

On the whole, do you consider the conduct of this employee to be satisfactory? (See back of form)  
(Yes or no)

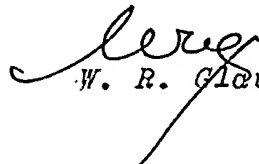
Rated by W. J. Glavin Assistant Director 3/31/43  
(Signature of rating official) (Title) (Date)  
Reviewed by W. J. Glavin Director JUN 9 1943  
(Signature of reviewing official) (Title) (Date)

Rating approved by efficiency rating committee (Date) Report to employee (Adjective rating) (Numerical rating)

WRG:lrd

MEMORANDUM

Special Agent Callahan has continued his assignment in the Administrative Division and has been used as a sort of "fireman" by me. His past experience, both as a Clerk and as an Agent in the Chief Clerk's Office, has made it possible for me to designate Mr. Callahan to jump into any of the sections of the Bureau to help out as occasion demands. He has been of material assistance to me during our budget periods. He has stepped in and is doing an excellent job at the present time in assisting in the handling of Selective Service matters. He has numerous contacts around Washington which have proven to be of assistance to this office in the handling of its regular business matters. Mr. Callahan is a good accountant and a good Agent. I have no hesitancy at all in recommending him as excellent. I feel that his experience can best be utilized by the Bureau in his present position; however, he undoubtedly could handle an accounting supervisory position without difficulty. He is entirely loyal to the Director and the Bureau.

  
W. R. Glavin

W.R.C.



C O P Y

February 6, 1943

NPC:PBF

MEMORANDUM FOR MR. GLAVIN

RE: LECTURE TO TRAINEES ON  
CHIEF CLERK'S OFFICE WORK

Pursuant to your request, this memorandum is submitted to advise you of the instructions given trainees concerning the use of GTR'S in my lecture before them on the work of the Chief Clerk's Office.

The use of Government Transportation Requests is the first subject covered by the writer in his lecture. Paragraph 17 of the Government Travel Regulations is read to the class and the following portion is specifically called to the attention of the trainees: "For presentation by persons travelling on official business". Part II of Section 6T of the Manual of Rules and Regulations is called to the attention of the trainees and particularly that part which states, "Transportation Requests shall be used only for travel on official business", and at the present time the writer requests the trainees to underscore this portion in their manual.

The writer, since taking over the lecture on the Chief Clerk's Office work in August, 1942, when Mr. Wilcox was transferred to Cleveland has never stated or inferred that Agents could use GTR's for personal travel. The writer in one or two of his lectures prior to the time that Mr. Wilcox left did mention to the class that in cases of extreme and dire emergency GTR's could be used for travel and great pains were taken to elaborate on this statement but none of the examples cited could be stretched to the point to allow the use of GTR's in the manner in which Agent Jackson has used them. When the trainees concerning supposititious situations which in all probability never would occur and merely took up time which could be spent to better advantage; therefore, when the writer determined this he immediately ceased making any reference to the use of GTR'S for travel in cases of extreme emergency and has since followed the line of instruction concerning the use of GTR's as pointed out above.

I wish to assure you that emphatic instructions are and will continue to be given to the classes of trainees so that another situation such as this will not arise.

Respectfully,

N. P. Callahan

*N. P. Callahan*  
FEB 10 1943

February 26, 1943

vlh

Mr. Nicholas P. Callahan  
Federal Bureau of Investigation  
U. S. Department of Justice  
Washington, D. C.

Dear Sir:

Mr. Tolson \_\_\_\_\_ This will acknowledge the receipt of your contribution of  
Mr. E. A. Tamm \_\_\_\_\_ \$5.00 to the fund to be paid to the designated beneficiary of any  
Mr. Clegg \_\_\_\_\_ participating Special Agent of the Bureau who dies, from any cause  
Mr. Glavin \_\_\_\_\_ except self-destruction, while employed as a Special Agent. Pay-  
Mr. Ladd \_\_\_\_\_ ment will be made for death by self-destruction after the Agent  
Mr. Nichols \_\_\_\_\_ has been a member of the fund for two years.

Mr. Rosen \_\_\_\_\_

Mr. Tracy \_\_\_\_\_

Mr. Carson \_\_\_\_\_

Mr. Coffey \_\_\_\_\_

Mr. Hendon \_\_\_\_\_

Mr. Kramer \_\_\_\_\_

Mr. McGuire \_\_\_\_\_

Mr. Quinn Tamm \_\_\_\_\_

Mr. Nease \_\_\_\_\_

Miss Gandy \_\_\_\_\_

COMMUNICATIONS SECTION

MAILED 12

★ FEB 26 1943 P.M.

FEDERAL BUREAU OF INVESTIGATION

U. S. DEPARTMENT OF JUSTICE

Sincerely yours,

John Edgar Hoover  
Director



**Federal Bureau of Investigation  
United States Department of Justice**

Director  
Federal Bureau of Investigation  
United States Department of Justice  
Washington, D. C.

Dear Sir:

For inclusion in the fund to be paid to the widow or designated beneficiary of any Special Agent of the Federal Bureau of Investigation, United States Department of Justice, who has contributed to this fund subsequent to January 15, 1943, and who dies from any cause except self-destruction while employed as a Special Agent, I am forwarding herewith (by CHECK - MONEY ORDER) the sum of five dollars (\$5), made payable to the Chief Clerk of said Bureau, to be included in said fund. Payment will be made for death by self-destruction after the Agent has been a member of the fund for two years. It is understood and agreed that the sum tendered herewith is a voluntary, gratuitous contribution to said fund, which I understand is to be administered in the following manner:

The Director of the Bureau will appoint a committee which shall consider all matters pertaining to the acquisition, safe keeping and expending of said fund, which committee will recommend appropriate action to the Director of the Bureau in pertinent matters. The Chief Clerk of said Bureau shall receive all contributions and account for same to the Director.

Upon the death of any Special Agent, the appointed committee will consider the case and submit a recommendation to the Director as to its conclusions. Appropriate instructions will then be issued to the Chief Clerk, directing him to pay to the designated beneficiary the sum of \$5,000.

The following person is hereby designated as my beneficiary:

Name MRS. LILLIAN P. CALLAHAN Address 1032 TRAUSIE PL, N.E.  
Relationship WIFE Dated 2-13-43

Very truly yours,



ack 2-26-43  
vllh

*Nicholas P. Callahan*

Nicholas P. Callahan  
Special Agent

74



WRG:MTS

Federal Bureau of Investigation  
United States Department of Justice  
Washington, D. C.

CC-287

November 24, 1942

~~CONFIDENTIAL~~

MEMORANDUM FOR MR. TOLSON

Re: Nicholas P. Callahan  
Special Agent

Mr. Tolson \_\_\_\_\_  
Mr. E. A. Tamm \_\_\_\_\_  
Mr. Clegg \_\_\_\_\_  
Mr. Glavin \_\_\_\_\_  
Mr. Ladd \_\_\_\_\_  
Mr. Nichols \_\_\_\_\_  
Mr. Rosen \_\_\_\_\_  
Mr. Tracy \_\_\_\_\_  
Mr. Carson \_\_\_\_\_  
Mr. Coffey \_\_\_\_\_  
Mr. Hendon \_\_\_\_\_  
Mr. Kramer \_\_\_\_\_  
Mr. McGuire \_\_\_\_\_  
Mr. Harbo \_\_\_\_\_  
Mr. Quinn Tamm \_\_\_\_\_  
Tele. Room \_\_\_\_\_  
Mr. Nease \_\_\_\_\_  
Miss Beahm \_\_\_\_\_  
Miss Gandy \_\_\_\_\_

With reference to the attached personal and confidential communication dated October 20, 1942, from the SAC at Chicago concerning the above-mentioned Agent, complaints having been made regarding his discussing official matters with his wife, and she in turn discussing them with her parents, I discussed this matter in detail with Callahan.

Callahan advised me that he never discussed official matters of the Bureau with Mrs. Callahan. I inquired concerning the possibility of his discussing transfers. Callahan stated that he does not discuss transfers with Mrs. Callahan, that he takes the Investigator home and Mrs. Callahan, knowing a great many of the Agents and their families, follows the transfers listed in the Investigator.

He further advised me that although he did not know the name of the individual reporting this alleged indiscretion on his part, undoubtedly it was some of the [redacted] family, which family has been particularly bitter against the family of Mrs. Callahan, due to some domestic differences had by them.

I have known Callahan ever since he came in the Bureau. He has been with me as a clerk and as an Agent. I know Mrs. Callahan. Agent Callahan is definitely not the type who would go around discussing official Bureau matters with persons not authorized to have such information. I have every reason to believe that he is entirely truthful in his statements to me and I recommend that no further action be taken in this particular matter.

Respectfully

W. R. Glavin

67-43961-128  
FEDERAL BUREAU OF INVESTIGATION  
NOV 28 1942  
Rout d \_\_\_\_\_ Recorded \_\_\_\_\_  
Searched \_\_\_\_\_ Checked \_\_\_\_\_  
Index \_\_\_\_\_



Federal Bureau of Investigation  
United States Department of Justice  
Chicago, Illinois

October 20, 1942

PERSONAL AND CONFIDENTIAL

Director  
Federal Bureau of Investigation  
Washington, D. C.

Re: NICHOLAS CALLAHAN  
SPECIAL AGENT

Dear Sir:

[redacted] Street, Chicago, Illinois, telephone Lafayette 0121, who was in the Chicago office regarding the matter of [redacted] which he had reported to the Washington Field Office previously, advised that while in Washington he resided at the home of Mrs. JOSEPH PEPPER, 2811 Myrtle Avenue, N. E., Washington, telephone Hobart 7139.

[redacted] stated that Mrs. PEPPER is the mother-in-law of Special Agent CALLAHAN. He stated that JOSEPH PEPPER, CALLAHAN's father-in-law was a fireman for the District of Columbia, and is not a particularly good character. He stated that PEPPER drinks a good deal and talks a lot.

[redacted] stated that the reason he called this matter to the attention of the Bureau was because while he [redacted] resided at the home of the PEPPERS, he frequently could overhear conversations between Mrs. PEPPER and her daughter, Mrs. CALLAHAN. [redacted] stated that it seemed to him that they frequently discussed matters which referred to Bureau business. [redacted] stated that this would particularly come up whenever Agent CALLAHAN had advised his wife that he had to work late or had to do some special job because of some unusual occurrence.

[redacted] stated that he recalls that sometime in December, [redacted] there was some discussion about the fact that the Bureau had arrested some man in New York. [redacted] stated that he is not certain whether the information mentioned over the telephone concerned matters which had already taken place, or whether it concerned matters which were contemplated in the near future.

[redacted] stated that some of the conversations indicated the fact that different Agents were transferred to different places and that he thought that information of this type might be of interest to some third-

Mr. Tolson.....
Mr. E. A. Tamm.....
Mr. Clegg.....
Mr. Glavin.....
Mr. Ladd.....
Mr. Nichols.....
Mr. Rosen.....
Mr. Tracy.....
Mr. Carson.....
Mr. Coffey.....
Mr. Hendon.....
Mr. Kramer.....
Mr. McGuire.....
Mr. Quinn Tamm.....
Mr. Nease.....
Miss Gandy.....
Files.....

b6  
b7C



*Memo Mr. Tolson  
11-24-42  
WRS*

67-42761-27  
FEDERAL BUREAU OF INVESTIGATION  
Searched..... Checked.....  
Numbered..... Filed.....

*TOLSON  
CLEGG  
THREE*

Director, 10/20/42

Re: NICHOLAS CALLAHAN  
SPECIAL AGENT

party inasmuch as it might show a tendency toward some unusual activity being undertaken in that particular area.

[ ] stated that he resided in PEPPER'S house from [ ] until [ ] and that during that time there were frequent conversations along these lines between Mrs. CALLAHAN and Mrs. PEPPER. [ ] admitted that there was no one in the house at that time but himself and his wife, and that the matter was not made known to any outsider. He admitted further that he was not certain whether any of the matters discussed were matters of a confidential nature, or whether they were merely things which had occurred and which had become public property in view of the fact that they had been published in the newspapers.


[ ] also stated that he did not recall any particular names of any Agents or of any persons ever having been mentioned. [ ] stated that he did not doubt Agent CALLAHAN in the slightest and that he did not wish to do or say anything which would reflect in any way upon Agent CALLAHAN's ability or integrity. He stated that the only reason he thought this was worthy of attention was because of the fact that JOSEPH PEPPER might become the unwitting tool of fifth columnists who might be aware of his relationship with Agent CALLAHAN and who might, when PEPPER was under the influence of liquor, ply him with questions relating to matters he had heard through his daughter's telephone conversations with Agent CALLAHAN.

[ ] also remarked that he personally does not like JOSEPH PEPPER and that he presently [ ]

[ ] to continue to reside at the PEPPER household.

[ ] was further questioned and he was unable to furnish any specific information which might be of value to a third party that he had overheard as a result of these telephone conversations. He also reiterated the fact that he did not doubt Agent CALLAHAN in the least, but he did feel that his wife should not be so free with her discussion of whatever she did know about Bureau work with her mother. [ ] requested that his name be kept confidential in this matter. It is noted that [ ]'s animosity towards PEPPER is probably the motivating factor here..

Yours truly

  
A. H. JOHNSON  
Special Agent in Charge

MWL:DMK

b6  
b7c

NPC:lrd

September 14, 1942

Local Rationing Board  
Brookland School  
10th & Monroe Streets, Northeast  
Washington, D. C.

Gentlemen:

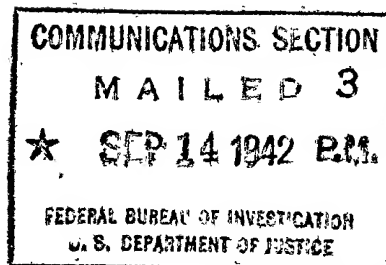
In connection with the application for a supplemental gasoline ration allowance submitted by Nicholas P. Callahan, I am pleased to advise you that he is employed by the Federal Bureau of Investigation as a Special Agent.

Very truly yours,

John Edgar Hoover  
Director

SEP 14 5 26 PM '42  
RECEIVED-COMM SEC  
U. S. DEPT. OF JUSTICE

Mr. Tolson \_\_\_\_\_  
Mr. E. A. Tamm \_\_\_\_\_  
Mr. Clegg \_\_\_\_\_  
Mr. Glavin \_\_\_\_\_  
Mr. Ladd \_\_\_\_\_  
Mr. Nichols \_\_\_\_\_  
Mr. Rosen \_\_\_\_\_  
Mr. Tracy \_\_\_\_\_  
Mr. Carson \_\_\_\_\_  
Mr. Coffey \_\_\_\_\_  
Mr. Hendon \_\_\_\_\_  
Mr. Kramer \_\_\_\_\_  
Mr. McGuire \_\_\_\_\_  
Mr. Quinn Tamm \_\_\_\_\_  
Mr. Nease \_\_\_\_\_  
Miss Gandy \_\_\_\_\_



September 10, 1942

Mr. Nicholas P. Callahan  
Federal Bureau of Investigation  
U. S. Department of Justice  
Washington, D. C.

Dear Sir:

Mr. Tolson \_\_\_\_\_ This will acknowledge the receipt of your contribution of  
Mr. E. A. Tamm \_\_\_\_\_ \$5.00 to the fund to be paid to the designated beneficiary of any  
Mr. Clegg \_\_\_\_\_ participating Special Agent of the Bureau who dies, from any cause  
Mr. Glavin \_\_\_\_\_ except self-destruction, while employed as a Special Agent. Pay-  
Mr. Ladd \_\_\_\_\_ ment will be made for death by self-destruction after the Agent  
Mr. Nichols \_\_\_\_\_ has been a member of the fund for two years.

Mr. Rosen \_\_\_\_\_

Mr. Tracy \_\_\_\_\_

Mr. Carson \_\_\_\_\_

Mr. Coffey \_\_\_\_\_

Mr. Hendon \_\_\_\_\_

Mr. Kramer \_\_\_\_\_

Mr. McGuire \_\_\_\_\_

Mr. Quinn Tamm \_\_\_\_\_

Mr. Nease \_\_\_\_\_

Miss Gandy \_\_\_\_\_

COMMUNICATIONS SECTION

MAILED 6

SEP 10 1942 P.M.

FEDERAL BUREAU OF INVESTIGATION  
U. S. DEPARTMENT OF JUSTICE

Sincerely yours,

John Edgar Hoover  
Director

SEP 11 1942



**Federal Bureau of Investigation  
United States Department of Justice**

Washington, D.C.  
September 7, 1942. *cc d*

Director  
Federal Bureau of Investigation  
United States Department of Justice  
Washington, D. C.

Dear Sir:

For inclusion in the fund to be paid to the widow or designated beneficiary of any Special Agent of the Federal Bureau of Investigation, United States Department of Justice, who has contributed to this fund subsequent to September 4, 1942, and who dies from any cause except self-destruction while employed as a Special Agent, I am forwarding herewith (by CHECK - MONEY ORDER) the sum of five dollars (\$5), made payable to the Chief Clerk of said Bureau, to be included in said fund. Payment will be made for death by self-destruction after the Agent has been a member of the fund for two years. It is understood and agreed that the sum tendered herewith is a voluntary, gratuitous contribution to said fund, which I understand is to be administered in the following manner:

The Director of the Bureau will appoint a committee which shall consider all matters pertaining to the acquisition, safe keeping, and expending of said fund, which committee will recommend appropriate action to the Director of the Bureau in pertinent matters. The Chief Clerk of said Bureau shall receive all contributions and account for same to the Director.

Upon the death of any Special Agent, the appointed committee will consider the case and submit a recommendation to the Director as to its conclusions. Appropriate instructions will then be issued to the Chief Clerk, directing him to pay to the designated beneficiary the sum of \$5,000.

The following person is hereby designated as my beneficiary:

Name Lillian P. Callahan Address 1032 Taussig Pl., N.E.  
Washington, D. C.  
Relationship Wife Dated September 7, 1942.

Very truly yours,



*9/8/mce*  
*ack*  
*9/9/42*  
*apb*

*Nicholas P. Callahan*  
Nicholas P. Callahan  
Special Agent

*45*

# REPORT OF EFFICIENCY RATING

REGULAR ( ) ; INTERIM ( )  
PROBATIONARY—1ST ( ) 2D ( )

Classification Symbols

CAF 11  
(Service) (Grade) (Class)

As of March 31, 1942 based on performance during period from April 1, 1941 to March 31, 1942

Nicholas P. Callahan Special Agent Federal Bureau of Investigation  
(Name of employee) (Title of position) (Bureau)

Division Three Chief Clerk's Office  
(Division) (Section) (Subsection or unit) (Field office)

<b>ON LINES BELOW MARK EMPLOYEE</b>  ✓ if adequate — if weak + if outstanding	<b>1. Underline the elements which are especially important in the position.</b> <b>2. Rate only on elements pertinent to the position.</b> a. Do not rate on elements in <i>italics</i> except for employees in administrative, supervisory, or planning positions. b. Rate administrative, supervisory, and planning employees on all elements pertinent to the position whether in <i>italics</i> or not. <b>3. Before rating, become thoroughly familiar with instructions in the rating manual.</b>	<b>CHECK ONE:</b>  Administrative, supervisory, or planning <input type="checkbox"/> All others <input type="checkbox"/>
---	--	---

- |  |  |
|--|--|
| <p>----- (1) Maintenance of equipment, tools, instruments.</p> <p>----- (2) Mechanical skill.</p> <p>----- (3) Skill in the application of techniques and procedures.</p> <p>----- (4) Presentability of work (appropriateness of arrangement and appearance of work).</p> <p>----- (5) Attention to broad phases of assignments.</p> <p>----- (6) Attention to pertinent detail.</p> <p>----- (7) Accuracy of operations.</p> <p>----- (8) Accuracy of final results.</p> <p>----- (9) Accuracy of judgments or decisions.</p> <p>----- (10) Effectiveness in presenting ideas or facts.</p> <p>----- (11) Industry.</p> <p>----- (12) Rate of progress on or completion of assignments.</p> <p>----- (13) Amount of acceptable work produced. (Is mark based on production records? -----) (Yes or no)</p> <p>----- (14) Ability to organize his work.</p> <p>----- (15) Effectiveness in meeting and dealing with others.</p> <p>----- (16) Cooperativeness.</p> <p>----- (17) Initiative.</p> <p>----- (18) Resourcefulness.</p> <p>----- (19) Dependability.</p> <p>----- (20) Physical fitness for the work.</p> | <p>----- (21) Effectiveness in planning broad programs.</p> <p>----- (22) Effectiveness in adapting the work program to broader or related programs.</p> <p>----- (23) Effectiveness in devising procedures.</p> <p>----- (24) Effectiveness in laying out work and establishing standards of performance for subordinates.</p> <p>----- (25) Effectiveness in directing, reviewing, and checking the work of subordinates.</p> <p>----- (26) Effectiveness in instructing, training, and developing subordinates in the work.</p> <p>----- (27) Effectiveness in promoting high working morale.</p> <p>----- (28) Effectiveness in determining space, personnel, and equipment needs.</p> <p>----- (29) Effectiveness in setting and obtaining adherence to time limits and deadlines.</p> <p>----- (30) Ability to make decisions.</p> <p>----- (31) Effectiveness in delegating clearly defined authority to act.</p> |
|--|--|

STATE ANY OTHER ELEMENTS CONSIDERED

----- (A) -----

----- (B) -----

----- (C) -----

## STANDARD

Deviations must be explained on reverse side of this form

- All underlined elements marked plus, and no element marked minus -----
- A majority of underlined elements marked plus, and no element marked minus -----
- All underlined elements marked at least with a check, and minus marks fully compensated by plus marks, or a majority of underlined elements marked at least with a check, and minus marks on underlined elements over-compensated by plus marks on underlined elements -----
- A majority of underlined elements marked at least with a check, and minus marks not fully compensated by plus marks -----
- A majority of underlined elements marked minus -----

Adjective rating	Numerical rating
Excellent -----	1
Very good -----	2 or 3
Good -----	4, 5, or 6
Fair -----	7 or 8
Unsatisfactory -----	9

Rating official V. G.

Reviewing official B. J.

On the whole, do you consider the conduct of this employee to be satisfactory? ----- (See back of form)  
(Yes or no)

Rated by [Signature] Assistant Director March 31, 1942  
(Signature of rating official) (Title) (Date)

Reviewed by -----  
(Signature of reviewing official) (Title) (Date)

Rating approved by efficiency rating committee JUL 27 1942 Report to employee -----  
(Date) (Adjective rating) (Numerical rating)

RE: NICHOLS P. CALAHAN  
Special Agent

Very Good. .

Mr. Callahan has continued to perform his duties in a very satisfactory manner. At the present time he is assisting in applicant briefing and is handling all congressional mail. He conducts a number of interviews with outsiders coming into the office.

The greatest difficulty experienced by Mr. Callahan is that from time to time he gets into a rut in the handling of specialized mail. This matter has been brought to his attention and he has made a very sincere effort to overcome this fault.

There is no doubt in my mind as to his loyalty to the Director and the Bureau. I would rate him as "very good".

  
W. R. Glavin

N.P.C.

JOHN EDGAR HOOVER  
DIRECTOR



JSR:VH

**Federal Bureau of Investigation**  
**United States Department of Justice**  
**Washington, D. C.**  
**May 28, 1942**

MEMORANDUM FOR MR. TOLSON

RE: IN-SERVICE TRAINING COURSE  
May 11 TO May 22, 1942  
SPECIAL AGENT N. P. CALLAHAN (A)  
EOD June 26, 1939  
GRADE CAF 12  
SALARY \$4600  
ASSIGNED TO: Division Three

Mr. Tolson.....  
Mr. E. A. Tamm.....  
Mr. Clegg.....  
Mr. Glavin.....  
Mr. Ladd.....  
Mr. Nichols.....  
Mr. Rosen.....  
Mr. Tracy.....  
Mr. Carson.....  
Mr. Coffey.....  
Mr. Hendon.....  
Mr. Kramer.....  
Mr. McGuire.....  
Mr. Quinn Tamm.....  
Mr. Nease.....  
Miss Gandy.....

This Special Agent attended the In-Service Training Course as indicated above, during which period he was not afforded a physical examination.

This Special Agent attained the following grades:

Photographic Training --  
Notebook Very Good  
Written Examination 95  
Practical Public Speaking --

Hip Shooting 72  
Practical Pistol Course 82  
Shotgun 90  
.30 Rifle 87  
Machine Gun 85

67-  
Routed.....Recorded.....  
Searched.....Checked.....  
Numbered.....Filed.....  
JUN 6 12  
FEDERAL BUREAU OF INVESTIGATION

REMARKS: Interviewing Official - Mr. Hince

"This Agent has been in the Bureau for several years as a clerk, Agent and a supervisor in the Chief Clerk's Office.

"He makes a good personal appearance and gives the impression of being a mature, self-confident, although somewhat quiet, Agent. He had no personal problems or official problems. He had no suggestions.

"I think this man has supervisory ability. In a brief interview I could not detect anything else."

Very truly yours,

*H. H. Clegg*

H. H. Clegg

May 29, 1942

CONFIDENTIAL

Mr. W. R. Glavin  
Federal Bureau of Investigation  
Washington, D. C.

RE: H. P. CALLAHAN  
SPECIAL AGENT (A)

Dear Sir:

The above-named Special Agent attended an In-Service training course from May 11 to May 22, 1942.

He attained the following grades:

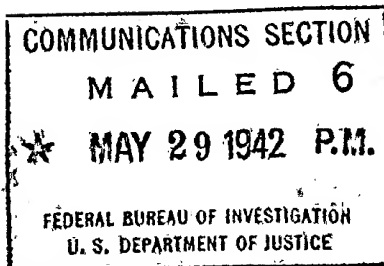
Notebook	Very good
Written Examination	95
Hip Shooting	72
Practical Pistol Course	82
Shotgun	90
.30 Rifle	87
Machine Gun	83

Very truly yours,

John Edgar Hoover  
Director

RECORDED  
INDEXED

Mr. Tolson \_\_\_\_\_  
Mr. E. A. Tamm \_\_\_\_\_  
Mr. Clegg \_\_\_\_\_  
Mr. Glavin \_\_\_\_\_  
Mr. Ladd \_\_\_\_\_  
Mr. Nichols \_\_\_\_\_  
Mr. Rosen \_\_\_\_\_  
Mr. Tracy \_\_\_\_\_  
Mr. Carson \_\_\_\_\_  
Mr. Coffey \_\_\_\_\_  
Mr. Hendon \_\_\_\_\_  
Mr. Holloman \_\_\_\_\_  
Mr. McGuire \_\_\_\_\_  
Mr. Quinn Tamm \_\_\_\_\_  
Mr. Nease \_\_\_\_\_  
Miss Gandy \_\_\_\_\_



cc- Mr. H. P. Callahan

Ref: 100-100000

May 6, 1942

Local Board Number 11  
Selective Service System  
1207-G3 Court Square Building  
Baltimore, Maryland

~~CONFIDENTIAL~~

Gentlemen:

Reference is made to the Selective Service case of Mr. Nicholas P. Callahan who is employed in this Bureau as a Special Agent, and who is duly registered at your Board. You will recall that this registrant has been placed in Class III-A due to a dependency and that deferment has also been requested by me in order to show his position here at the Bureau.

In accordance with the Selective Service regulations, I desire to advise you that Mr. Callahan, in view of his increased experience and length of service, has now been promoted to the salary of \$1600 per annum. This information is being furnished to you in order that you will, at all times, have a complete set of facts with regard to this case.

Sincerely yours,

John Edgar Hoover

Director

2 MAY 8 1942

67-43961-125

13761-

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43.55

Mr. Tolson \_\_\_\_\_  
Mr. E. A. Tamm \_\_\_\_\_  
Mr. Clegg \_\_\_\_\_  
Mr. Glavin \_\_\_\_\_  
Mr. Ladd \_\_\_\_\_  
Mr. Nichols \_\_\_\_\_  
Mr. Rosen \_\_\_\_\_  
Mr. Tracy \_\_\_\_\_  
Mr. Carson \_\_\_\_\_  
Mr. Coffey \_\_\_\_\_  
Mr. Hendon \_\_\_\_\_  
Mr. Holloman \_\_\_\_\_  
Mr. McGuire \_\_\_\_\_  
Mr. Quinn Tamm \_\_\_\_\_  
Mr. Nease \_\_\_\_\_  
Miss Gandy \_\_\_\_\_

